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Defense Systems Management College

1997 Catalog

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In Memoriam

David Packard

1913–1996

Former Deputy Secretary of Defense
Founder, Defense Systems Management College

PM/ARQ READER SUBSCRIPTION FORM

Yes ❑ No ❑ *Program Manager Magazine (PM)*
Yes ❑ No ❑ *Acquisition Review Quarterly (ARQ)*

Grade/Rank
Active Military (check only one)
- ❑ General/Admiral
- ❑ Colonel/Captain (Navy)
- ❑ Lieutenant Colonel/Commander
- ❑ Major/Lieutenant Commander
- ❑ Other

Civilian (check only one or equivalent grade)
- ❑ SES
- ❑ GS/GM-15
- ❑ GS/GM-14
- ❑ GS/GM-13
- ❑ GS-12
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- ❑ Congress
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Department of Defense
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- ❑ Joint Commands
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- ❑ Navy
- ❑ Marines
- ❑ Air Force
- ❑ Other U.S. Government (DLA, etc.)
- ❑ Nongovernment (defense industry)
- ❑ Other

Job Function (check only one)
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- ❑ Major/Lieutenant Commander
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Defense Systems Management College 1997 Catalog

A Member of the Defense Acquisition University Consortium

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ACQ 201[1]	ISAC	Intermediate Systems Acquisition Course	54
BCF 301[1]	BCEFMW	Business, Cost Estimating, and Financial Management Workshop	45
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SAM 301[2]	ASAMC	Advanced Software Acquisition Management Course	43
SYS 201[1]	ISPRDEC	Intermediate Systems Planning, Research, Development and Engineering Course	54
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[2] *Assignment-specific Course*

[3] *Correspondence Course Available*

[4] *Continuing Education*

[5] *Specially Tailored Workshops*

Introduction

Richard A. Black
BG, USA
Commandant

Edward Hirsch
BG, USA (Ret)
Provost and Deputy

This year the Defense Systems Management College (DSMC) begins its second quarter century as the world's premier school for acquisition and systems management education. It is DSMC's mission to promote and support the adoption and practice of sound systems management principles by the acquisition workforce. The College accomplishes this through education and training, research, consulting, and information dissemination.

The College was established in 1971 by the late David Packard for "the specific purpose of making substantial improvement in the capability and effectiveness of managers for the important development and production programs of the Department of Defense." He recognized that the acquisition workforce needed "a College of high distinction where the best of modern management practices are taught..." and "a center of research for the improvement of managerial practices." As a result, DSMC responded to this direction with the establishment of the 20-week Program Management Course, which formed the nucleus of a growing academic program.

In 1971 DSMC had only 60 students, but began to establish itself as a College of high distinction and the academy of management for all four Services. As the pace of technological change increased through the '70s, the nation realized that defense acquisition needed to be streamlined. Major initiatives such as the President's Blue Ribbon Commission on Defense Management and the Goldwater-Nichols DoD Reorganization Act were reflected in the growth of DSMC. In 1986 Congress recognized the key role of acquisition education and made attendance at the Program Management Course mandatory for future program managers. Today, the College graduates over 9,000 students per year in more than 30 courses, ranging in length from 3 days to 14 weeks.

The pace of acquisition reform has accelerated in the decade of the '90s. The Federal Acquisition Streamlining Act, the Federal Acquisition Reform Act, and the new DoD 5000 documents are just a few of the major changes that have affected the acquisition workforce and made tremendous demands for continuing education and regular updates for all acquisition professionals. Currently, DSMC is responding to this need with a combination of core integrated courses, specialized courses, consulting, and online information

Opposite page: Deputy Under Secretary of Defense for Acquisition Reform, Mrs. Colleen Preston, passes the Defense Systems Management College colors to BG Richard A. Black, USA, in a Change of Command Ceremony held at DSMC's main Fort Belvoir campus on March 28, 1996.

Secretary of Defense William J. Perry speaks at DSMC.

Building 202, main campus Fort Belvoir, Virginia.

BG Richard A. Black, USA, and Dr. Paul G. Kaminski, Under Secretary of Defense for Acquisition and Technology, keynote speaker at DSMC's Twenty-Fifth Anniversary.

Left to right: Director, Acquisition, Education, Training, and Career Development, Dr. James McMichael; President, Defense Acquisition University, Mr. Thomas M. Crean; and LTG August Cianciolo, USA (Ret) attend DSMC's Twenty-Fifth Anniversary.

dissemination. The major integrated courses include the Fundamentals of Systems Acquisition Management Course (FSAMC), Intermediate Systems Acquisition Course (ISAC), and the Advanced Program Management Course (APMC).

The combination of Level I functional courses and FSAMC provides the new members of the workforce with the basic body of knowledge they need to develop and grow in the acquisition workforce. After gaining knowledge and experience in their functional field, the typical workforce member will attend ISAC. This is the flagship course for Integrated Product Teams (IPT) or Integrated Product and Process Development Teams (IPPD). In ISAC, students learn enough about the other functional disciplines to be effective members of an IPT or IPPD. Following ISAC, additional functional courses, and several more years of work experience, acquisition professionals who wish to reach Level III in the program management career field attend APMC. Graduates are capable of filling primary positions on program management staffs, operating as division chiefs in program offices, and acting as team leaders of IPTs/IPPDs.

The first team of Baldrige Examiners to conduct an on-site visit to a government agency gathers for a group shot at DSMC. The College participated in the 1995 Malcom Baldrige Pilot Program in Education.

Left: Deputy Under Secretary of Defense for Acquisition Reform, Mrs. Colleen Preston, receives a personalized copy from author and professor Mr. Wilbur Jones of his new book *From Packard to Perry,* a history of DSMC in the past 25 years, presented at DSMC's Twenty-Fifth Anniversary Celebration.

Below: The College graduated 420 students of APMC by awarding a symbolic diploma to the Class President, Mr. Douglas Newberry (center), a member of the U.S. Navy Senior Executive Service. On hand to award the oversize diploma was BG Richard A. Black, USA, Commandant, DSMC (left), joined by Principal Deputy Under Secretary of Defense (Acquisition and Technology) R. Noel Longuemare (right).

Mr. Norman Augustine, CEO and President, Lockheed Martin (right) confers with students after a Distinguished Guest Lecture.

From left: Lt Gen Charles E. Franklin, USAF, Commander, Electronic Systems Center; Mrs. Darleen Druyun, Acting Assistant Secretary of the Air Force (Acquisition); and Mr. Tony Kausal, DSMC's Air Force Chair, host Air Force/Air Force Association Industry Roundtable at DSMC on August 11, 1995.

These three integrated courses combine with the other Defense Acquisition University (DAU) offerings to provide the primary means of education for the acquisition workforce. However, these courses alone cannot keep everyone current with the yearly changes in policy and practice or the changes in acquisition caused by rapid growth in technology. The four Regional Centers at St. Louis, Boston, Los Angeles, and Huntsville offer opportunities for courses outside the Washington, DC area. In addition, DSMC is developing a variety of distance learning and continuing education offerings that will allow the entire workforce to stay current in this rapidly changing environment.

In addition to education, the original charter gave DSMC research, consulting, and information dissemination missions. The College publishes numerous scholarly research products and hosts a biennial national research symposium. The DSMC Press publishes and disseminates information through books, guidebooks, technical reports, and program management fact sheets. The bimonthly *Program Manager* magazine and the DAU-refereed journal, *Acquisition Review Quarterly*, provide opportunities for key policy makers to speak directly to the community. Electronic information is provided via the DSMC Home Page (http:/www.dsmc.dsm.mil). This web site offers updates on acquisition policy, the *Program Manager's Notebook*, and online access to the experts on the DSMC faculty. It can be used to find information on current research into critical acquisition issues and has a section for lessons learned from recent program results.

The DoD policy makers have made major changes in streamlining and reforming the acquisition of defense systems. Much of the burden now falls to the educational institutions and to those in the workforce that must implement the reforms that have been made. The DSMC staff and faculty are committed to maintaining the currency of the acquisition workforce so they can acquire defense systems faster, better, and for less money. We will continue to adapt our courses and methods of delivery to satisfy the needs of our customers through on-site instruction, continuing education, and distance learning so the acquisition workforce can help our nation meet its defense objectives.

For their important contributions as members of the 5000 Series Acquisition Working Group, over 20 members of the Acquisition Working Group received Letters of Appreciation. Among them was Professor Chuck Cochrane, Faculty Department Chair, Acquisition Policy Department, DSMC. From left: DSMC Commandant BG Richard A. Black, USA; Cochrane; Under Secretary of Defense (Acquisition and Technology) Paul G. Kaminski.

Richard A. Black
Brigadier General, USA
Commandant

School of Program Management

Robert Vernon
CAPT, USN
Dean

Dr. Alan W. Beck
Associate Dean

The School of Program Management plans, schedules, and conducts program management courses and provides executive continuing education to support the acquisition management workforce. Courses include the core courses for Level I, II, and III acquisition professionals, assignment-specific international courses, and executive courses.

The School sponsors the Defense Acquisition University's integrative core courses: the 2-week ACQ 101, Fundamentals of Systems Acquisition Management Course (FSAMC); the 4-week ACQ 201, Intermediate Systems Acquisition Course (ISAC); and the 14-week PMT 302, Advanced Program Management Course (APMC). These courses are all integrated courses involving the various interrelated disciplines of program management. Each course builds on the prior (prerequisite) course to improve the professionalism of the acquisition workforce throughout an acquisition or program management career. We designed the courses to enable the student to develop the levels of competence desired by the Acquisition Management Functional Board.

Graduates of the former Program Management Course (PMC) or the current APMC who are selected for key program management positions involving either Acquisition Category (ACAT) I, II, or III return to DSMC for job-specific enroute courses designed to improve the effectiveness of the newly assigned program managers. The 2-week PMT 305, Program Managers Survival Course (PMSC) focuses on the competency needs of the newly selected ACAT III program manager or deputy program manager. The 4-week PMT 303, Executive Program Managers Course (EPMC) is designed to meet the learning and performance needs of newly selected program executive officers and ACAT I and II program managers/deputy program managers.

The College provides continuing education in program management by open registration to prior graduates for the APMC electives, by the 2-week Executive Refresher Course (for O-6, GM-15 graduates of the former 20-week PMC or the current 14-week APMC), by shorter acquisition seminars, and by other educational materials available for self-study.

The 3-week Executive Management Course provides education in acquisition management for military O-6 or GM-15 level executives who have not completed the ISAC, PMC, or APMC. This course combines a current acquisition policy curriculum with an executive learning needs focus.

The Systems Acquisition Management for General/Flag Officers Course provides flag officers and senior executive-level civilians a 1-week, senior-level overview of acquisition management. This course provides an introduction for individuals who must interface with the acquisition business community, and a current policy and best practices update for senior acquisition corps leaders.

International program management courses provide education for professionals who are or will be involved in international acquisition programs. All international courses are 1 week in duration, and are assignment-specific courses. The Multinational Program Management Course (MPMC) (PMT 202) is the introduction to and overview of cooperative development, production, and support. Once each year, normally in Europe, the College conducts the MPMC under the International Defense Educational Arrangement with the United Kingdom, Germany, and France.

Opposite page: Mr. Bill McGovern (standing), MDC staff member, instructs DSMC staff on use of the Management Deliberation Center software operation.

The International Security and Technology Transfer/ Control Course (PMT 203) focuses on information and technology transfer/control issues that acquisition personnel must consider with international programs. The Advanced International Management Workshop (PMT 304) is a course focused on the nature, process, procedures, and issues associated with the preparation and negotiation of international cooperative acquisition agreements, normally referred to as Memoranda of Understanding or Agreement.

The College updates its program management curriculum continually, with input from faculty, current and past students, acquisition managers, supervisors of graduates, acquisition career management boards, and functional area advisory boards. The update process, based on multiple input and views on priorities, facilitates continuous course update, reflecting the evolution of the defense systems acquisition management arena. The highly experienced faculty helps students consider best practices, current policy, and different alternatives in the context of the rapidly changing world. Self-directed learning support in the APMC, PMSC, and EPMC allows students to tailor their individual learning needs in areas beyond the core curriculum. The structured program identifies and coordinates common interests, helps students contact faculty in key interest areas, and enables students to take full advantage of learning resources on and off campus. Students design their own supplementary learning program to fulfill their individual learning objectives from on-campus electives, the Learning Resource Center, library materials and on-line databases, and the many unique acquisition-related personnel and institutions in the Washington, DC area.

EXECUTIVE CONTINUOUS EDUCATION FOR LEADERS (EXCEL) PROGRAM

The EXCEL Program provides executive participants in the systems acquisition community with a process and program that facilitate individually tailored, career-long learning experiences using resources brokered through DSMC. Normally, beginning with the EPMC for major program managers, the EXCEL program assists executive learners via an "Assess/ Plan/Do" process to enhance the knowledge and skills needed for their current or anticipated job assignments.

EXECUTIVE-IN-RESIDENCE PROGRAM

In response to a mandate by the Congress, Office of the Secretary of Defense (OSD), and the Services to increase acquisition workforce qualifications, DSMC established the Executive-In-Residence (EIR) program in 1991. Emphasizing the integrative nature of program management, the EIR program added four senior-level, multifunctional program managers to the College's existing faculty of highly qualified functional managers.

These EIRs provide a unique resource of talent to teach and mentor faculty and students, conduct advanced research, and provide executive consulting to the College. Not only were they particularly instrumental in the design and conduct of the new Executive Program Managers Course, but their experience is also applied across the spectrum of DSMC's integrative courses by counseling, facilitating, and advising students on the complex interrelationships in program management and by helping them make the connection of theory to practice. In addition, they provide executive-level consulting to numerous program offices, various OSD working groups and policy groups, and serve on the DoD Acquisition Management Functional Board.

Mr. Frederick L. Ayer
Col, USAF (Ret)

Mr. John H. Hickok
CAPT, USN (Ret)

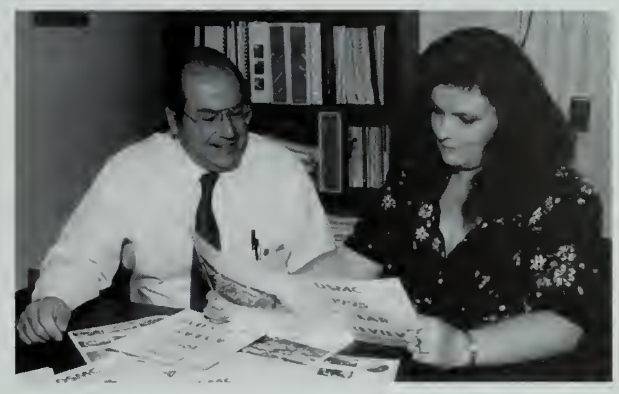
Mr. Jesse J. Stewart
CAPT, USN (Ret)

Mr. Robert H. Stryjewski
COL, USA (Ret)

Academic Programs Division

The Academic Programs Division (APD) serves as the formal interface with the staffs of the Defense Acquisition University (DAU), Service Directors of Acquisition Management, and the Under Secretary of Defense (Acquisition and Technology) within the Office of the Secretary of Defense (OSD). Its responsibilities include developing and coordinating College academic policy, plans, and procedural directives. To identify and meet future requirements, the APD is developing methods to multiply the number of students that can be supported. Serving as the customer interface for acquisition course requirements, the APD also determines customer education needs and assesses how well DSMC is achieving customer satisfaction.

The APD consists of the Academic Requirements Department, the Office of the Registrar, and the College's four Regional Centers.



Mr. John L. (Jack) Dwyer, Department Head, Academic Requirements Department, consults with Ms. Debbie Gonzalez, Visual Information Specialist, on *DSMC 1995: A Year in Review.*

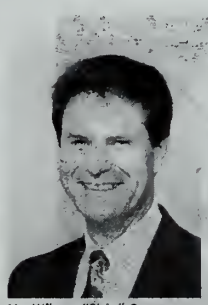
ACADEMIC REQUIREMENTS DEPARTMENT

The Academic Requirements Department establishes program and budget priorities; positions the College for anticipating changing needs of the future acquisition workforce, including marketing and business development of College products and services; projects student throughput; develops the College calendar for all academic activities; provides customer assessments and feedback on quality of educational products and services; and develops special offerings and projects as directed by the Commandant. The Department is responsible for the College's Corporate and Strategic Planning and coordinates accreditation of DSMC courses with various professional associations, including the American Council of Education. In addition, it serves in a dual capacity as the College's interface with the DAU and as the focal point for the Acquisition Reform Communications Center.

OFFICE OF THE REGISTRAR

The Office of the Registrar provides the full range of admissions services, maintains student records and transcripts, and provides student tracking and statistical information for all DSMC courses. However, requests for short-course special offerings are handled by the Regional Center liaison at (703) 805-5142 or DSN 655-5142.

Samuel D. Brown, Jr.
Col, USAF
Dean



Mr. Wilson "Chip" Summers
Associate Dean

Mr. John L. "Jack" Dwyer
Department Head
Academic Requirements
Department

Mrs. Karla Reed
Registrar

Regional Centers

The Regional Centers are a vital part of DSMC and are located at major acquisition management centers. Nearly half of all DSMC students attend the Regional offerings. The Regional Centers offer several short courses, which are listed below:

- Executive Test and Evaluation Management Course (ETEMC)
- Fundamentals of Systems Acquisition Management Course (FSAMC)
- Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC)
- Intermediate Systems Acquisition Course (ISAC)
- Systems Acquisition Funds Management Course (SAFMC)

The Regional Directors have practical and teaching experience in the program management life cycle from concept exploration/definition phase through the entire program management life cycle, culminating in production, deployment, operations, and support. They are available and can provide consulting services for their customers. In addition, the Regional Directors offer special seminars and presentations to the acquisition community such as Design to Cost and Accelerated Learning. Regarding mandatory training as specified by DoD Career Development Program for Acquisition Personnel (DoD 5000.52M) and as described in the Defense Acquisition University Catalog, they remain an excellent source of information.

CENTRAL REGION
4300 Goodfellow Blvd.
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Fax (314) 263-1719

Vacant

EASTERN REGION
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DSN 478-3583/3593 or
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Fax (617) 377-7090
Billeting
Comm (617) 377-2112
DSN 478-2112

Mr. Richard A. Stillman
Director

WESTERN REGION
2420 Vela Way
Suite 1467
Los Angeles AFB
El Segundo, CA 90245-4659
DSN 833-1159/1219 or
(310) 363-1159/1219
Fax (310) 363-5992

Mr. Robert L. Tate
Director

SOUTHERN REGION
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DSN 746-8028/5713
Fax Comm (205) 876-2929
Fax DSN 746-2929

Mr. Joseph H. Schmoll
Director

Research, Consulting, and Information Division

The Research, Consulting, and Information Division (RCID) develops vital new knowledge in Defense Acquisition Management Education through long-term studies that aim to improve DoD Systems Acquisition Management. The Division also assists senior DoD acquisition executives with exemplary consulting services that include locating available experts, professional advice, and other assistance from College-wide assets. The knowledge gained from these studies and consulting tasks are disseminated through a variety of media designed to make relevant information available to the acquisition community. Products of DSMC research are included in reports for DoD executives and the Acquisition Community, electronic publications available on the DSMC World Wide Web (www) Home Page, and printed publications.

The Division develops its program initiatives through consultation with DoD executives, DSMC faculty, and members of the worldwide systems acquisition community. Its products and services can greatly enhance the ability of acquisition professionals to prepare for the changing acquisition environment; assess the impact of these changes on acquisition policy, issues, or programs; and respond in an efficient and timely manner.

Highlights of the Research, Consulting, and Information Division accomplishments in the past year are listed below:

- ***DSMC Home Page*** came online in September 1995. This service provides, via the Internet, the dissemination of a wide variety of DSMC products. The DSMC Home Page can be accessed by using the following link or Uniform Resource Locator:

  http://www.dsmc.dsm.mil

Contact Mr. James Dobbins, Associate Dean for Information Dissemination, at (703) 805-5419 or DSN 655-5419, for more information concerning the ***DSMC Home Page***.

- ***Research on Ongoing Acquisition Research (ROAR)*** became available as a link to the DSMC Home Page in December 1995. ***ROAR'n*** (***ROAR*** via the 'net) is a simple point-and-click Internet navigator for cutting through DoD's unique database covering thousands of summaries about projects and studies on today's acquisition issues. ***ROAR'n*** belongs to the DoD acquisition community. Policy makers, their staffs, and acquisition researchers can access ***ROAR'n*** via the DSMC Home Page. The database covers thousands of active and recently completed acquisition projects worldwide.

Dr. James E. Price
Dean

Mr. Calvin Brown
Associate Dean for
Research

Mr. Daniel G. Robinson
Associate Dean for
Consulting

Mr. James H. Dobbins
Associate Dean for
Information Dissemination

Contact Mr. James Abellera, Professor of Research, at (703) 805-5402 or DSN 655-5402, for more information concerning ***ROAR'n***.

- ***Survey Design, Assistance, and Data Analysis Support.*** In an effort to determine the success of a recently implemented acquisition reform initiative regarding the Integrated Product Teams (IPT), RCID provided survey design, assistance, and data analysis support to the Under Secretary of Defense (Acquisition and Technology). The College was sought for our survey development expertise to assist OSD and the Services in designing a survey to assess the recent implementation of the IPT process. This involved bringing the major players to DSMC in the Management Deliberation Center and determining the customers' needs; developing a succinct survey assessment; administering the survey; analyzing the data; and providing an outbrief of survey results to the customers. Information from the data analysis was briefed by the Deputy Under Secretary of Defense (Acquisition Reform) to the Program Executive Officer (PEO) Conference held at DSMC in March 1996. Since that time, OSD has requested DSMC's assistance in other upcoming surveys assessing the implementation of other acquisition reform initiatives.

Contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404, for more information on ***RCID Survey Design, Assistance, and Data Analysis Support.***

Dr. Henry Alberts and Congressman Tom Davis (R), VA, talk at the DSMC Alumni Symposium.

During a campus tour, the Board of Visitors visits the ***ROAR*** site for a demonstration by Mr. James Abellera.

RESEARCH

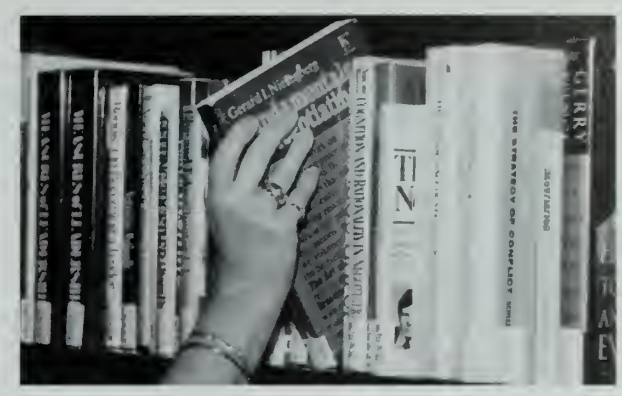
The DSMC Research mission's fundamental purpose is to improve the DoD acquisition process and its management. Within the RCID, the Research Team manages support for the overall program of applied acquisition research at the College. The team develops innovative solutions for today's acquisition-related issues while actively investigating tomorrow's policy issues.

Recognizing that exemplary research is the key to acquisition knowledge and process improvement, the Research Team supports a variety of research-related activities, including the following:

- faculty research training;
- faculty research proposal evaluation process;
- the design of new management techniques for use by program management offices; and
- the formulation of acquisition policy alternatives.

Research is conducted by faculty members and selected students. Cooperative research is vigorously promoted with outside professionals in systems acquisition management. Potential cooperative researchers include members of the Service academies, federally funded research centers, and other academic institutions. The Associate Dean for Research manages these endeavors, which span the following:

- Program Management
- Acquisition Strategy
- Contract Management
- Competition
- Productivity
- Technical Support Services
- Mission Effectiveness



The DSMC Press publishes or distributes electronically the results of this research. Listed below are paragraphs providing a brief overview of a select few of the RCID research programs available at DSMC:

- The ***1997 Acquisition Research Symposium*** is the seventeenth in a series of conferences that started in 1972. The College will co-host this major biennial event next scheduled for June 25-27, 1997, under the sponsorship of the Deputy Under Secretary of Defense (Acquisition Reform). The primary purpose for the Symposium is to develop candid, open discussions among government, industry, and academia regarding major concepts, policy, issues, and procedures of concern to the acquisition community. Secondly, the Symposium provides a dynamic forum for the discussion of recent research efforts and major thrusts (e.g., Acquisition Reform) in the field of acquisition management. The 1995 Symposium had close to 400 attendees, including approximately 200 government, 150 industry, and 50 from academe. *Contact Ms. Joan Sable, DSMC Program Chair, at (703) 805-5406 or DSN 655-5406 for more information on this Symposium. The College will distribute the 1997 Call for Papers in September 1996, with a February 1997 deadline.*

- The ***Military Research Fellowship Program*** was chartered by the Under Secretary of Defense (Acquisition) in 1987 to enhance DSMC capabilities. This 11-month program provides professional military education to selected officers and develops new and innovative concepts for systems acquisition management. This joint fellowship program is a unique opportunity for these selected

Ms. Joan Sable meets with Research Fellows, Lt Col Robert L. Tramaine, USAF; CDR Patrick F. Cromar, USN; and LTC Anthony G. Wiley, USA, to discuss lessons learned on a Fellows' book.

DAU broadcasts satellite briefings largely under the direction of COL Sharolyn Hayes, USA, Director ARCC (behind camera), and Dr. Larry Lerer, Broadcast Director (seated).

officers to supplement DSMC research goals and to impact the defense acquisition process. The program begins in August of each year and continues through the end of June of the following year. The first month is spent at DSMC for an orientation to the program as well as the staff and faculty of the College.

The Fellows then participate in an 11-week Program for Management Development at the Harvard University School of Business. Upon completion of the Harvard course, the Fellows report back to DSMC for the final 7 months to complete their research effort.

Excellent research publications result from the efforts of each fellowship group. The 1995-96 Research Fellows project is examining exploitation of the digital environment within the defense acquisition community and the barriers that are faced by program managers. This research effort is designed to provide a guide to program managers on the advantages and integration techniques available within the digital environment. A final report should be available in October 1996. The next group of Military Research Fellows will report to DSMC on August 5, 1996. *For more information on this program, please contact Ms. Joan Sable, Fellowship Program Coordinator, at (703) 805-5406 or DSN 655-5406.*

- ***Cadet Summer Research Program.*** The Division also sponsors an innovative program that allows Service Academy students to intern with acquisition professionals. Program participants are exposed to a variety of acquisition-related tasks and contribute to active DSMC acquisition research projects. These students reside at DSMC during the 6-week program and are assigned to assist a specific DSMC faculty or staff member who acts as their mentor.

  This research program, which was initiated in 1994, is made possible through a research extension agreement that RCID established with the Air Force Academy. The Division plans to establish a similar agreement with the U.S. Military Academy. Once these agreements are in place, the program will be expanded to include a student from each academy. *If you have any questions concerning this program, please contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404.*

The next Acquisition Research Symposium will be June 25–27, 1997.

CONSULTING SERVICES

The Division's consulting mission is twofold. The first is to assist senior DoD acquisition executives with exemplary consulting services. The second is to provide a formal process for developing faculty awareness and competencies relating to acquisition consulting. Consulting services are designed to promote long-range readiness for customer organizations. The DSMC Consulting Team develops skills and abilities throughout the customer base to enable the customers to enhance their own job performance. Typical consulting products include:

- organizational effectiveness and action planning;
- high-performance leadership and modeling;
- corporate planning methodologies and operations;
- reengineering organizations through product-line identification and process analysis;
- conducting transition of command;
- program review methodologies, strategies, and operations; and
- technical analysis and evaluation of contract activities for program managers and litigation support organizations.

By providing educational workshops and field experiences for faculty members, the Consulting Team ensures that the DSMC faculty remain well-informed about current acquisition challenges and issue resolution. This information is then integrated into the DSMC curriculum and passed on to the acquisition community by DSMC graduates.

Representatives from the Defense Acquisition University use the Management Deliberation Center as part of their process action team exercise.

The RCID Consulting Team develops and manages two key programs that serve to improve defense acquisition management through the introduction of computer-aided program management and group technology support tools. The Division's Consulting Programs consist of ongoing or recurring activities that are designed to increase acquisition program management capabilities. These Consulting Programs provide the consulting team with the necessary tools to assist DoD acquisition executives. Current RCID Consulting Programs include the following:

- ***Group Deliberation Support.*** The development and management of tools and services which provide group process enhancement support to the acquisition community.

- ***Management Deliberation Center (MDC).*** A state-of-the-art facility in which various methodologies for group deliberation are enhanced with leading-edge technology to produce a cohesive group problem-solving and process improvement environment. The MDC is designed specifically to assist groups in dealing with complex managerial problems. The technology provides computer-based aids for group consensus building and decision making. In addition, the MDC assists groups involved with results-oriented goal identification. It achieves this by helping group members to:

  - be productive, active participants;
  - develop consensus and to focus more effectively on important issues;
  - reduce time spent in meetings and to keep meetings on track;
  - document group efforts; and
  - improve the quality and efficiency of group efforts through enhanced Quality Management.

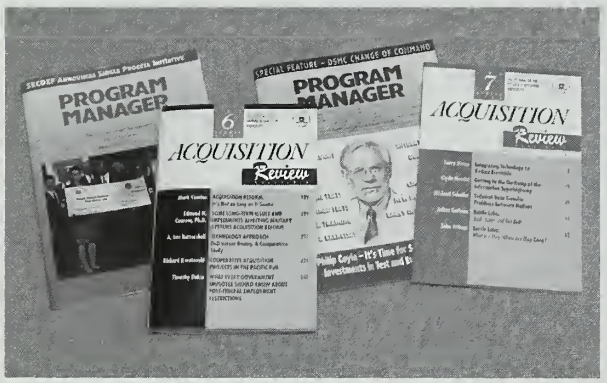
The Division's consulting services also include assisting DoD acquisition executives and managers to locate available experts, professional advice, and other assistance from College-wide assets. In addition, the Division's electronic Research on Ongoing Acquisition Research ***(ROAR)*** system helps DSMC customers find similar assets and points of contact on a nationwide basis. *Please contact Mr. Daniel Robinson, Associate Dean for Consulting, at (703) 805-5420 or DSN 655-5420, for more information on these consulting services.*

INFORMATION DISSEMINATION

The RCID's Information Dissemination mission is to initially identify its various customers' expectations and requirements for acquisition information and then to capitalize on emerging technology to meet those needs.

Successfully accomplishing this mission involves continually pulsing the DoD acquisition community to identify evolving information needs and manage projects and processes that result in satisfying those requirements. The Division encourages and materially supports relevant research projects and studies, and facilitates the publication of information vital to the acquisition community's interests. The information dissemination function embraces a forward-looking view and meets its objectives by stimulating the College faculty and student body to pursue initiatives, to publish ideas, and to adopt innovative information dissemination methods.

For more information on these efforts, contact the Research, Consulting, and Information Division at (703) 805-2289, DSN 655-2289, or Fax (703) 805-3856.



Top: Editor James K. Wittmeyer; Editorial Assistant Norene Blanch; and Executive Editor Dr. James E. Price, RCID Dean, discuss a future issue of the *Acquisition Review Quarterly*.

Left: Visual Informaton Specialist Jeanne Elmore and Associate Dean for Information Disseminaton James H. Dobbins check DSMC Home Page files.

Faculty Division

Mr. Richard H. Reed
Dean of Faculty

Ms. Molly V. Parker
Associate Dean of Faculty

Mr. John T. "Tim" Shannon
Associate Dean of Faculty

Our objective is to have a highly qualified professional faculty capable of providing world-class education, research, and consulting in the various disciplines of acquisition management. Although the majority of the College's professors are assigned to one of the 13 functional departments of the Faculty Division, these professors work closely with the executive directors and professors of the other divisions and with the multiple course directors to accomplish the various missions of the College.

The education mission involves the numerous aspects of delivering any educational course offering, including curriculum development, teaching that curriculum, and advising students on a routine basis. The majority of course offerings at the College involve members of the Faculty Division.

Faculty members are also expected to conduct research in areas of interest to the acquisition community, such as topics or projects suggested by DoD acquisition organizations external to DSMC. The faculty also initiates research within their individual specialty areas as part of their professional development activities. We encourage faculty members to publish the results of their research efforts in professional and Service journals.

Lt Col James L. Craig, Jr., USAF, Chairman, Software Management Department (right), discusses teaching tools with Dr. Carl Clavadetscher of Information Resources Management College.

For the consulting mission, a limited number of faculty members work long-term, policy-level consulting assignments through the Research, Consulting, and Information Division. The faculty also provides consulting assistance to offices involved in systems acquisition throughout the government. As part of faculty development and to maintain currency, faculty members are in close liaison with military departments, other educational institutions, industry and business organizations, and professional societies.

The College recruits faculty members primarily from long-term acquisition professionals within all the military Services, other government agencies, and industry. They train as educators early in their tenure at the College through a comprehensive faculty development program that enhances teaching, research, and consulting skills. In addition, the College provides faculty members professional development opportunities, including working toward appropriate doctoral degrees, extensive involvement with professional societies, and developmental assignments with noneducational acquisition organizations such as program management offices.

The profile of a typical DSMC faculty member shows an extensive systems acquisition experience level of 12.7 years. Engineering and business management disciplines constitute the primary areas of academic expertise. Most faculty members have at least one master's degree — many have two, and the number with a doctorate continues to increase as a direct result of an aggressive faculty development program.

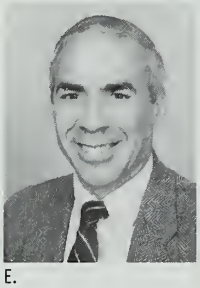
The Faculty Division consists of 13 departments and approximately 128 professionals. The following page shows the departments and their Chairs.

A.

B.

C.

D.



E.

F.

G.

H.

I.

J.

K.

L.

M.

A. Mr. Charles "Chuck" B. Cochrane
Acquisition Policy Department

B. Mr. William "Bill" A. Erie
Contractor Finance Department

C. Lt Col Peggy Simek, USAF
Contract Management Department
(Acting)

D. Mr. Frederick J. Manzer
Cost and Schedule Management
Department

E. Dr. Anthony "Tony" A. Scafati
Education Department

F. Mr. J. Gerald "Gerry" Land
Funds Management Department

G. Lt Col Mark E. Fantasia, USAF
Logistics Support Department

H. Dr. Donald S. Fujii
Managerial Development Department

I. Mr. William T. Motley
Manufacturing Management
Department

J. Mr. Paul T. McMahon
Principles of Program Management
Department

K. Mr. John R. Snoderly
Systems Engineering Department

L. Lt Col James L. Craig, Jr., USAF
Software Management Department

M. Mr. Paul A. Alfieri
Test and Evaluation Department

Division of College Administration and Services

Charles W. Westrip, Jr.
COL , USA
Dean

Mr. David L. Scibetta
Deputy Dean

The Division of College Administration and Services provides quality logistical, operational, administrative, and informational services to the College. Its responsibilities include general day-to-day business management and functional support operations for the College. Major functions include:

- financial and manpower planning and management;
- industrial operations support, including supply and equipment accountability management;
- procurement and contracting for services and material;
- civilian and military personnel administration support for students, staff, and faculty;
- protocol assistance to the Commandant, staff, faculty, and students;
- desktop publishing and design; exhibits; photography, and editing of the *Program Manager* magazine, *Acquisition Review Quarterly* journal, various acquisition guidebooks, and marketing brochures in support of the DSMC curriculum;
- duplicating and printing coordination, services, and associated automation support;
- information, reference, and learning resource services for students, staff, and faculty;
- daily operation, upgrade, and long-range planning for all buildings and facilities;
- audio, television production and recording, and equipment maintenance in support of the missions and curricula;
- automation equipment installation and maintenance; and
- computer operation and management of information processing for both classroom and College administration.

THE RESOURCE MANAGEMENT DEPARTMENT

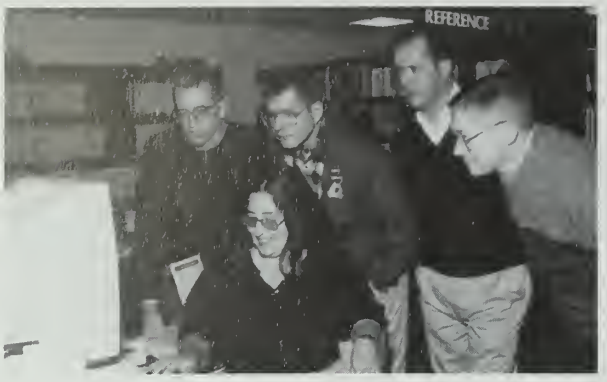
The Resource Management Department manages the annual College budget. The Department also automates the total planning and accounting process on a line-item basis for the budget year, the program year, and 6 planning years.

THE CONTRACT AND LOGISTICS OPERATIONS DEPARTMENT

The Contract and Logistics Operations Department procures all supplies, furnishings, and equipment and contracts for all services, including research studies. Services include equipment rental and maintenance, automated data processing services, facilities repair and upgrade, contract faculty services, and student and faculty field trip travel and accommodations.

THE HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT

Under the management of the Human Resources and Administration Department, the Military Personnel Services Office provides military personnel services and administrative support for Army, Navy, Air Force, and Marine Corps staff, faculty, and student personnel. Likewise, the Civilian Personnel Services Office also supports staff and faculty with various civilian personnel-related administrative actions and programs.



PROTOCOL

The Division provides assistance and advice to the Commandant, staff, faculty, and students regarding protocol for ceremonies, social functions, and visits by distinguished guest lecturers and visitors.

THE VISUAL ARTS AND PRESS DEPARTMENT

The Visual Arts and Press Department edits and designs a variety of publications, including the DSMC Catalog, DSMC Annual Report, special publications, and various other documents and brochures for internal and external use. Currently, over 19,000 copies of DSMC's bimonthly *Program Manager* magazine and nearly 14,000 copies of the Defense Acquisition University's (DAU) *Acquisition Review Quarterly* journal are printed each issue. In FY 95, over 45,500 guidebooks were printed; of these, 16,200 represented 9 new guidebook topics in FY 95. Publications are distributed by DSMC, the Government Printing Office (GPO), and the Defense Technical Information Center. Many are now available on the DSMC Home Page.

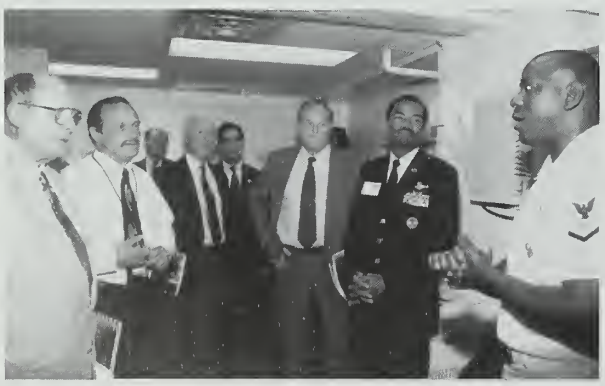
The Department also conducts interviews with key Office of the Secretary of Defense (OSD) principals; provides press coverage for acquisition-related OSD conferences, off sites, councils, and symposia; and disseminates policy and acquisition reform initiatives generated by OSD's senior leadership. The College's bimonthly magazine, *Program Manager*, and quarterly journal, *Acquisition Review Quarterly*, are the media by which senior DoD acquisition leaders and policy makers communicate their initiatives and priorities to practitioners, educators, students, and the professional acquisition workforce at large.

In addition, the Department provides photographic support; in-house design and production; prepares charts, graphs, visual aids, and certificates; creates marketing products and builds exhibits; and prepares engraving and framing for the College and other agencies it supports, including DAU and OSD.

THE PRINTING AND DUPLICATING SERVICES DEPARTMENT

The Printing and Duplicating Services Department ensures each final product is complete and in proper sequence, including text, graphics, and diskettes; folios the camera-ready copy; and prepares print specifications before forwarding jobs to the GPO. In addition, the Department advises and instructs customers on the automation procedures necessary for download-

Past commandants visit the Duplicating Department during DSMC's Twenty-Fifth Anniversary.



ing documents into its digital printing Lionheart™ System. The Department prints virtually all instructional materials and paper copies of visual aids provided by the faculty to students.

THE DAVID D. ACKER LIBRARY

The David D. Acker Library provides information and reference services to DSMC students, faculty, and staff. The Library maintains an extensive collection of books, newspapers, journals, microfilm, and CD-ROM publications in the field of management, with special emphasis on defense systems acquisition management. Online access to other technical information centers is also available. Readers can consult Acker Library's online catalog on the World Wide Web (http://www.dsmc.dsm.mil) via the DSMC Home Page.

THE LEARNING RESOURCE CENTER

The Learning Resource Center provides students, staff, and faculty the opportunity for individual, self-paced training, or refresher work in subjects related to acquisition management and professional development. Tools available include personal computers, video and audio playback machines, and a growing collection of about 4,000 training packages.

THE FACILITIES MAINTENANCE DEPARTMENT

The Facilities Maintenance Department plans and controls space utilization of facilities on campus and plans facilities expansion and upgrades to meet growing requirements.

THE VIDEO SERVICES AND ELECTRONIC MAINTENANCE DEPARTMENT

The Video Services and Electronic Maintenance Department provides audio visual support for DSMC staff, faculty, and off-campus customers through several media: production support for guest lecturers, classroom recording, videotape editing and duplication, satellite downlinks, and distance learning. Additionally, the Department's Maintenance Section performs equipment maintenance and repair, systems design and installation, and responds to daily requests for technical assistance and troubleshooting.

Pictured from left: Lt. Gen. Carlos Zabola, Argentine Defense Attaché, and his Aide, Lt. Col. Beauchamp, receive a tour of the Learning Resource Center from Director, Ms. Myrna Bass.

THE AUTOMATION OPERATIONS AND EDUCATION DEPARTMENT

In support of the College mission, the Automation Operations and Education Department plans, implements, maintains, and manages computer resources and information processing.

The Division maintains liaison with the Office of the Under Secretary of Defense (Acquisition and Technology), Military Departments, Federal Agencies, civilian academia, corporations and associations of the defense industry in general; also with Fort Belvoir, DAU, and Military District of Washington supporting agencies.

Total quality management is the Division's focus in providing support services to DSMC customers. Its vision guides future activities by focusing on quality support that addresses the customers' expectations.

Executive Institute

Hon. John W. Douglass (left), Senior Acquisition Executive for the Navy, is interviewed by Mr. Gibson G. LeBoeuf, Navy Chair, for an article in the *Program Manager*. Mr. Douglass is the first graduate of DSMC to become a Senior Acquisition Executive.

The mission of the Executive Institute is to provide to the Commandant, Defense Systems Management College, a talented base of senior experienced government and industry executives to serve in a variety of functions, based primarily on their individual backgrounds and organizational affiliations. In general terms, the members (designated as "Chairs" or "Visiting Professors") provide advice and counsel to the Commandant; serve as advisors/mentors to the faculty, staff, and students; serve as instructors or facilitators for agreed-upon topics; and support or initiate research and consulting efforts, as appropriate. More specific categories and other functions of Executive Institute members are described below.

Service Chairs

(ARMY, NAVY, AND AIR FORCE)
Service Chairs act as senior liaison between the Commandant and their respective Services, and advise the Commandant and the College on the latest acquisition policies, practices, and trends within the Services. This includes the Services' planning and implementation of the Defense Acquisition Workforce Improvement Act (DAWIA). They bring a broad range of practical acquisition and related experience to be used in special tasking by the Commandant or in support of College customers.

DEFENSE LOGISTICS AGENCY CHAIR
The Defense Logistics Agency (DLA) Chair is the senior liaison between the Commandant and DLA and advises the Commandant and College on the latest acquisition policies, practices, and support services within DLA. This includes DLA's implementation of the DAWIA and the acquisition reform initiatives of DoD. The DLA Chair brings a broad range of practical experience in the various missions and functions of DLA, which is used in special taskings by the Commandant or in support of College customers.

Industry Chair

The Industry Chair provides insight to the Commandant, faculty, and students regarding defense industry motivations, concerns, and attitudes. The Chair brings to the College an informed insight into operations and policies of the defense industry. In addition, the Chair voices industry positions concerning proposed acquisition policy that has a potentially significant impact on defense industry operations and relationships with the DoD.

VISITING PROFESSORS AND PROFESSOR EMERITUS
These Executive Institute members provide to the Commandant a body of expertise to investigate areas of concern in acquisition and to recommend policy or process changes.

Mr. George K. Krikorian, Industry Chair (left), visits with Mr. Richard Sylvester, OSD Distinquished Guest Lecturer.

BG Richard A. Black, USA, DSMC Commandant (left) speaks with Dr. Walter B. LaBerge, Visiting Professor.

Vacant

Army Chair

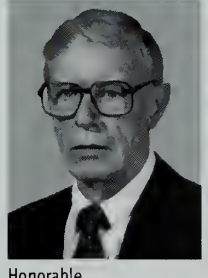
Mr. Gibson G. LeBoeuf
Navy Chair

Mr. B. A. "Tony" Kausal
Air Force Chair

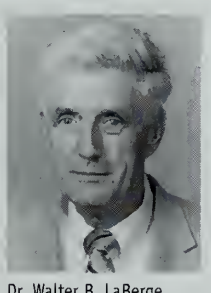
Vacant

Defense Logistics Agency
Chair

Mr. George K. Krikorian
Forrestal-Richardson
Memorial Industry Chair



Honorable
John J. Welch, Jr.
Visiting Professor



Dr. Walter B. LaBerge
Visiting Professor

Dr. J. Ronald Fox
Visiting Professor

Mr. Thomas J. Dolan, Jr.
Visiting Professor

General Information

The College attempts to achieve a joint-Service balance within each DoD-sponsored course. Defense industry, other federal agency, and allied nation participants of equivalent grade and/or position are invited to attend our courses on a space-available basis.

REPORTING AND REGISTERING

Initially, the College mails an information packet to each student accepted for admission. The packet contains specific reporting and registration instructions and other information necessary to ease the student's transition into the academic environment.

TRANSPORTATION

Commercial airlines serve Washington, DC, through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport, in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between Washington, DC, and Baltimore, MD. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. Fort Belvoir has no on-Post transportation. For their traveling convenience, students may wish to bring their own personal transportation, or arrange for a rental car. However, DSMC does not pay for rental cars; these costs must be borne by the student's Service Acquisition Career Management Office or parent organization.

TRAVEL, PER DIEM, AND REIMBURSEMENT

Each student's Service Acquisition Career Management Office or parent organization funds the cost of travel (including local), per diem expenses, rental cars, and other entitlements. All students should visit their local finance and accounting office for a determination of the amount of travel and per diem they will receive and the method of accounting for expenses. Students should address any questions about entitlements to their local finance and accounting office. It is very important that students arrive with the government credit card to pay for all legitimate travel-related expenses or, if need be, draw cash advances in lieu of receiving advance per diem payments. The College cannot process travel claims or provide advance per diem payments. In the event questions surface concerning use of the government credit card, students should arrive knowing the name and telephone number of the government credit card program coordinator for their Service or organization.

Opposite page: Knadle Hall.
Below: A typical VOQ room in Knadle Hall includes a television, kitchenette with microwave, and phone.

VEHICLE REGISTRATION

Fort Belvoir is an open Post, and Post vehicle registration is not required. However, for easier access to Fort Belvoir during evening hours, we recommend temporary registration for individuals attending courses 2 weeks or longer.

HOUSING

Government-furnished housing for DSMC students is frequently available. The cost for Visiting Officers Quarters (VOQ) billeting is $30.00 or $36.00 per day for a suite, which is fully reimbursed through per diem payments.

Spouses may stay with students at the additional rate of $5 per day (not reimbursable through per diem payments). Family arrangements or special considerations should be addressed to the VOQ Manager. Students attending the Advanced Program Management Course will be provided detailed housing information in either their notification packets from the DSMC Registrar's Office or from their Defense Acquisition Ca-

Kitchenette, Knadle Hall.

reer Management Office. Military or government civilian students attending all other courses in a temporary duty (TDY) status must contact the VOQ at (703) 805-2333/2005 or DSN 655-2333/2005 or by FAX (703) 805-3566 or DSN 655-3566 within 60 days of class start date to determine if quarters are available. If the VOQ representatives indicate that quarters are available, students (except Army military and civilians) will be given a confirmation number; they do not need to reconfirm availability.

If the VOQ indicates that quarters are not available, students must obtain a "nonavailability" confirmation number from the VOQ and ensure that this confirmation number appears on their TDY orders. This is very important as it will serve as the student's Statement of Nonavailability. If the VOQ representative advises of quarters nonavailability, Army military and civilian students must then contact the Lodging Success Program Office (LSPO) in the National Capital Region at 1-800-821-6559 to determine if contract housing is available. The LSPO, not the VOQ, will issue their nonavailability confirmation number if contract housing is not available.

Industry students are not entitled to stay in the VOQ. A list of area motels or short-term leased apartments will be provided to all out-of-town students in their acceptance packages.

MEALS

There are many Post dining facilities. These include the Fort Belvoir Officers and Noncommissioned Officers Clubs, a cafeteria on campus serving breakfast and lunch, and other Post cafeterias and snack bars. Government personnel receive $38 per day for messing. Statements of Nonavailability for messing will be issued prior to the last day of class. Although some pots and pans are provided, students staying several weeks or more in the VOQ may want to bring their own kitchen items with them for food preparation.

ATTIRE

Students attending the Advanced Program Management Course will be provided detailed attire information in their notification packets. On the first day of classes and infrequently, as designated by course directors, military students are asked to wear their seasonal uniform. Concurrently, on uniform days, civilian students are asked to wear coat and tie or equivalent for women. Appropriate business civilian casual attire is authorized by the Commandant at all other times. Blue jeans, shorts, sneakers, tennis shoes, sandals, or other casual clothing are not appropriate attire. Further information will be provided on the first day of class. Weather extremes in the metropolitan area include heavy snow and zero degree temperatures in winter and humid summers near 100 degrees.

ATTENDANCE POLICY

Students attending the Advanced Program Management Course will be provided detailed attendance policy information in their notification packets. For students attending all other courses, the policy requires attendance at all scheduled classes. If a valid need (e.g., sickness or automobile problems) occurs, students may, with Course Director's approval, be granted up to 2 hours per course week of excused absence. An early plane reservation is not a valid excuse to leave early on the last day of class. Students are asked to clear their work schedules prior to arrival at DSMC as the rigorous daily schedules do not permit time for meetings, appointments, or extensive telephone calls during the class day. Students who exceed the absentee standard will not receive a graduation diploma. Remediation to make up any missed instruction is at the discretion of the Course Director.

LIBRARY AND LEARNING RESOURCE SERVICES

The David D. Acker Library provides a quiet space for reading or studying. As the College's primary repository of information, it contains a collection of books, technical reports, congressional documents, and military regulations, as well as files of defense acquisition program documentation. The library maintains over 400 periodical subscriptions with back issues on microfilm, and 20 CD-ROM databases providing indexes and full texts of a variety of periodical and government literature. An online catalog of the library's holdings is accessible to workstations across the DSMC campus via the DSMC Local Area Network and the World Wide Web. In addition, reference librarians use numerous online systems via modem or the Internet to assist DSMC researchers.

The Learning Resource Center (LRC) provides opportunities for individual, self-directed training or refresher work in subjects related to acquisition management and professional development. Resources range from text, audio and video tapes, computer-based instruction, to interactive multimedia. Most training programs are available for use at the LRC Computer Lab or may be checked out for use while attending the College.

ATHLETICS

The College encourages student participation in athletic activities as time and schedules permit. The DSMC has excellent in-house facilities and equipment for exercise at the Wellness Center. Individuals and teams representing students, faculty, and staff enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

ACTIVITIES

The College promotes out-of-class activities to complement the formal academic process. For students of the Advanced Program Management Course, the College plans a variety of events that foster student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

HANDICAPPED ACCOMMODATIONS

Students with disabilities who are scheduled to attend DSMC courses should notify their local training office and the DSMC Office of the Registrar as soon as possible prior to class start date to ensure that we make the appropriate accommodations.

CANCELLATIONS

If a prospective student's circumstances dictate canceling attendance at a course after receiving notification of acceptance, we encourage students to make notification through their local training office to their Service point of contact. Students should also report cancellations occurring within 5 working days of the class start date to the Office of the Registrar. This will afford a student substitute the opportunity to receive the educational experience offered by DSMC.

Students of APMC visit Capitol Hill.

Sources of DSMC Students

As a joint-Service, DoD institution, the DSMC tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry and, in some cases, from allied nations. We encourage non-DoD personnel and industry to attend; availability varies from course to course. The following list shows the diversity of the DSMC student body:

COMPANIES

AAI Corp.
Advanced Technology, Inc.
Aerojet General Corp.
The Aerospace Corp.
Alliant Techsystems, Inc.
Allied-Signal Aerospace Co.
ARINC Research Corp.
Arthur D. Little
AT&T Technologies
Bath Iron Works Corp.
The Boeing Co.
Booze, Allen & Hamilton
Charles Stark Draper Laboratory, Inc.
Chrysler Technologies Corp.
Computer Devices International
Computer Sciences Corp.
Cubic Corp.
Cutler Hammer
Dynamics Research Corp.
Eastman Kodak
Eaton Corp.
EG&G, Inc.
E-Systems, Inc.
Garrett Corp.
GDE Systems, Inc.
General Dynamics Corp.
General Electric Co.
Giordano Assoc.
GTE Government Systems
Harris Corp.
Hercules Aerospace
Honeywell, Inc.
Hughes Aircraft Co.
IBM Corp.
ITT Avionics
KPMG Peat Marwick
Lockheed Martin Corp.
Lockheed-Sanders Corp.
Loral Corp.
Magnavox
Martin Marietta Aerospace
McDonnell Douglas Corp.
Mitre Corp.
Motorola, Inc.
Newport News Shipbuilding
Northrop-Grumman Corp.
Olin Corp.
Pratt & Whitney
Raytheon Co.
RCA
Rockwell International Corp.
Sikorsky Aircraft
Soft Tech, Inc.
Technology Applications
Teledyne Brown Engineering
Texas Instruments, Inc.
Textron, Inc.
Thiokol Corp.
Tracor Aerospace
TRW, Inc.
UNISYS Corp.
United Defense LP
United Technologies
Vitro Corp.
Vought Corp.
Westinghouse Corp.
Xerox Corp.

GOVERNMENT AGENCIES (IN ADDITION TO MILITARY DEPARTMENTS)

Central Intelligence Agency
Defense Commissary Agency
Defense Communications Agency
Defense Information Systems Agency
Defense Intelligence Agency
Defense Logistics Agency
Defense Mapping Agency
Defense Nuclear Agency
Department of Energy
Department of Transportation
DoD Inspector General
Federal Aviation Administration
General Accounting Office
Goddard Space Flight Center
National Aeronautics and Space Administration
National Security Agency
Office of the Secretary of Defense
On-site Inspection Agency
U.S. Special Operations Command

FOREIGN NATIONS

Australia
Belgium
Canada
Egypt
France
Germany
Holland
Japan
The Netherlands
Norway
Pakistan
Republic of South Korea
Saudi Arabia
Scotland
Spain
Sweden
Switzerland
Turkey
The United Kingdom

Alumni Association

Mr. Wayne E. Glass
President, Alumni
Association

More than 60 DSMC graduates, representing virtually every Program Management Course, met at the College in October 1983 and established a DSMC Alumni Association. Brigadier General Benjamin J. Pellegrini, USA, Commandant, welcomed the group and expressed the support of DSMC management.

Today, with a membership of over 2,000, the Association provides a forum for continuing professional growth of the defense acquisition management community, and is a source of acquisition management expertise for the College.

The Alumni Association, in conjunction with DSMC faculty and staff, conducts a symposium annually, usually in the spring or summer. Generally, each symposium features discussions of changes in the DoD acquisition process and its management, and major changes and events at the College. This 3-day event also includes presentations by Executive Office and congressional leaders, senior DoD and industry officials, panels, and workshops. Themes of past symposiums include: "Shortening the Acquisition Cycle"; "The Program Manager Controlling the Controllables"; "Procurement Reform: What Has Happened and What's Ahead?"; "Government/Industry Relationships: Teaming for Success"; "Learning from Successful Programs"; "Maintaining Acquisition Excellence with Declining Resources"; "Understanding Acquisition Reform"; and "Implementing Acquisition Reform." Symposiums provide an opportunity for graduates and faculty to renew acquaintances and update program management and acquisition management skills.

The College encourages DSMC graduates to join and become active in the Association. Membership is open to graduates of the Program Management Course, Advanced Program Management Course, graduates of one or more short courses, and individuals who are or have previously served in key defense acquisition management and program management positions. Present and past faculty and professional staff members assigned to DSMC for at least 24 months can also join. Persons who have made outstanding contributions in the area of defense acquisition management, or to the DSMC, may be elected honorary members.

In 1993, the Alumni Association established the David D. Acker "Skill in Communication Award" to be given to outstanding individuals in recognition of their exceptional speaking, writing, or teaching skills.

The Association also publishes a quarterly newsletter to keep its membership informed of happenings in the defense systems acquisition management field, special events of interest to members, and planned member activities.

The Alumni Association is growing – and so are services to our members. If you are interested in Association membership, or if you would like to serve in any capacity, you may access the Association easily through our toll-free line or via Internet as shown below.

Your Alumni Association...Working Together to Make a Difference!

For further information contact: The DSMC Alumni Association, 7731 Tuckerman Lane, Suite 131, Potomac, MD 20854-3266; Comm: (301) 309-9125; 1-800-755-8805; Fax: (301) 309-0817; Internet (E-mail):

dsmcaa@dsmc.dsm.mil
DNowers@aol.com

The 1996 Alumni Association Board of Directors.

The Academic Program

The environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political/strategic considerations. Preparing a manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce students to the world of systems acquisition and prepare them to function as productive acquisition workforce professionals. The content of each course and sub-course is continuously monitored and altered, when necessary, to reflect changing real-world conditions. Additionally, new short courses are developed in answer to needs of a specific management group, or in response to requests of other government agencies.

Courses are conducted by civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and academic communities. The College non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the real-world flavor of the DSMC experience.

DSMC courses fall into three general categories:

Mandatory Courses: The Defense Acquisition University (DAU) has designated certain courses as Mandatory. They meet all or part of the training requirements for certification in various career fields within each Service's Acquisition Corps at Levels I, II, or III. Primary authority for these courses is the Defense Acquisition Workforce Improvement Act, implemented by DoDD 5000.52 and DoD 5000.52-M. The University's annual Catalog lists detailed mandatory requirements for certification in all career fields. The table on p. 35 lists DSMC courses that satisfy mandatory or desired training requirements for certification at various levels of nine acquisition career fields. The Director, Acquisition Career Management (DACM) for each Service and the DACM for each Defense Agency manage attendance at these courses. Normally, the DACMs give priority to acquisition workforce members who are pursuing certification in an acquisition career field. It is also recommended that they meet appropriate certification-level requirements. For example, attendance at a Level III course presumes the student meets all requirements for and is certified at Level II in that career field. Working with the Service DACMs, DAU funds Temporary Duty (TDY) expenses for attending these courses.

Assignment-specific Courses: The College introduced this new category of courses in FY 95. These courses are required to achieve qualification for specific assignments or billets rather than for certification at a level in a specific career field. During FY 96, DSMC will offer 14 assignment-specific courses. Of the 14 courses, 3 involve the international acquisition arena, while the remaining 11 also have concurrent mandatory status in established career fields. The DAU Catalog contains further details on assignment-specific courses. In addition, your Service or Agency DACM can confirm if your position justifies this type of training. Should your Service or Agency DACM validate the requirement for your attendance at an assignment-specific course, DAU, working through your Service or Agency DACM, will fund TDY expenses.

Continuing Education Courses: Continuing Education Courses are offered by DSMC to (1) provide post-Level III training to the acquisition workforce; or (2) provide acquisition training to senior managers who are not members of the acquisition workforce but have major peripheral responsibilities or interface with the defense acquisition system. Currently, DSMC has three Continuing Education Courses. Each student's parent command funds TDY expenses for attending these courses.

The following pages list courses offered by the College. For more specific information about courses and schedules, call the Registrar: (703) 805-2227/3704/2146/2149/2850; DSN 655-2227/3704/2146/2149/2850.

Opposite: LTC Patricia Lane, USA, Software Management Department, and Mr. Jack Egan of Information Resources Management College discuss elements of software acquisition management in the SAM 201 course.

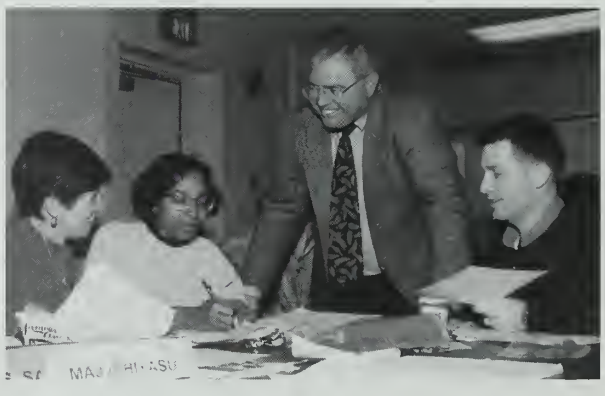
Acquisition Career Development Program – DoD 5000.52-M

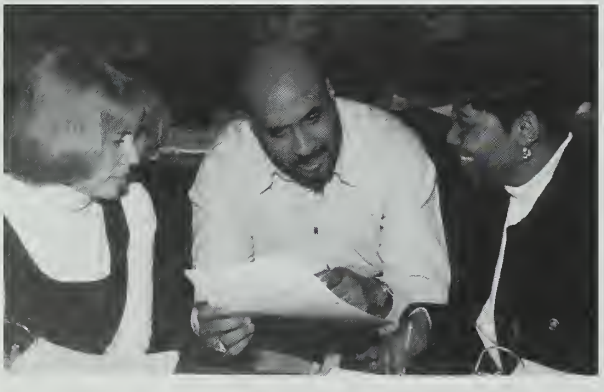
In response to the Defense Acquisition Workforce Improvement Act (DAWIA), the Under Secretary of Defense (Acquisition and Technology) published DoDD 5000.52 (25 Oct 91) and DoD 5000.52-M (22 Nov 95) to establish career development procedures for the DoD Acquisition Corps. The DoD 5000.52-M describes in detail the assignments, experience, education, and training requirements necessary to obtain certification at each of the 3 levels for 12 acquisition career fields.

The DSMC is part of a consortium of DoD acquisition schools that make up the Defense Acquisition University (DAU). Primarily, DAU focuses on coordinating and directing the development and offering of courses designed to meet education certification requirements for the acquisition career fields. In FY 97, DSMC offers 30 courses that satisfy mandatory or desired training requirements for certification at various levels for 9 of the 12 acquisition career fields. These courses are easily recognized, as they carry both DSMC and DAU course identifiers. For these courses, priority will be given to acquisition workforce members who are pursuing certification and meet the course prerequisites.

In addition, DSMC offers additional DSMC-specific courses and workshops designed to meet the full spectrum of needs across our acquisition workforce. They carry only the DSMC course identifier.

The table on p. 35 lists the courses DSMC offers and identifies which are mandatory and desired for acquisition career field certification, and which are DSMC-specific. A description of all the courses offered at DSMC begins on p. 41.





DSMC Courses by Acquisition Career Field

Acquisition Area	DAU Course	DSMC Course	DSMC Course Title	Page No.
Acquisition Management Core Courses	ACQ 101[1]	FSAMC	Fundamentals of Systems Acquisition Management Course	51
	ACQ 201[1]	ISAC	Intermediate Systems Acquisition Course	54
Acquisition Logistics	LOG 201[1]	IALC	Intermediate Acquisition Logistics Course	52
Business, Cost Estimating, and Financial Management	BCF 301[1]	BCEFMW	Business, Cost Estimating, and Financial Management Workshop	45
	BFM 102[1,2,3]	CPMFC	Contract Performance Management Fundamentals Course	46
	BFM 201[1,3]	SAFMC	Systems Acquisition Funds Management Course	60
	BFM 203[1,2]	ICPMC	Intermediate Contract Performance Management Course	52
	BFM 204[1]	CFAMC	Contractor Finance for Acquisition Managers Course	47
	BFM 209[1,2]	SARC	Selected Acquisition Report Course	58
	BFM 210[1,2]	SARRC	Selected Acquisition Report Review Course	59
Contracting	CON 232[2]	OMDCC	Overhead Management of Defense Contracts Course	57
	PMT 341[2]	SACPC	Systems Acquisition for Contracting Personnel Course	59
Program Management	PMT 302[1]	APMC	Advanced Program Management Course	42
	PMT 303[2]	EPMC	Executive Program Managers Course	49
	PMT 305[2]	PMSC	Program Managers Survival Course	57
Test and Evaluation Engineering	TST 101[1]	IAWTEC	Introduction to Acquisition Workforce Test and Evaluation Course	56
	TST 202[1]	ITEC	Intermediate Test and Evaluation Course	55
	TST 301[1]	ETEMC	Executive Test and Evaluation Management Course	51
Manufacturing, Production, and Quality Assurance	PQM 301[1]	APQMC	Advanced Production and Quality Management Course	41
Software Acquisition Management	SAM 101[2,3]	BSAMC	Basic Software Acquisition Management Course (Correspondence Only)	45
	SAM 201[2]	ISAMC	Intermediate Software Acquisition Management Course	53
	SAM 301[2]	ASAMC	Advanced Software Acquisition Management Course	43
Systems Planning, Research, Development, and Engineering	SYS 201[1]	ISPRDEC	Intermediate Systems Planning, Research, Development, and Engineering Course	54
	SYS 301[1]	ASPRDEC	Advanced Systems Planning, Research, Development, and Engineering Course	44
International	PMT 202[2]	MPMC	Multinational Program Management Course	56
	PMT 203[2]	ISTT/CC	International Security and Technology Transfer/Control Course	55
	PMT 304[2]	AIMW	Advanced International Management Workshop	41
Senior Executive	DSMC-1[4]	SAMC	Systems Acquisition Management for General/Flag Officers Course	61
	DSMC-30[4]	EMC	Executive Management Course	48
	DSMC-2[4]	ERC	Executive Refresher Course	50
	DSMC-5[5]	DAEOW	Defense Acquisition Executive Overview Workshop	48

[1] *Mandatory Course for Certification*
[2] *Assignment-specific Course*
[3] *Correspondence Course Available*
[4] *Continuing Education*
[5] *Specially Tailored Workshops*

Application Procedures

	If You Are	And Want to Attend	Contact	Phone/Fax/Internet
ARMY	Army General Officer or Senior Executive Service	Any DSMC Course	MAJ Rick Grewe OCSA, General Officer Management Office The Pentagon, Rm 2E749 Washington, DC 20310-0200	DSN 227-7031 Comm 703-697-7031 Fax 703-614-4256 bowen@pentagon_gomo.army.mil
	Army Military	Advanced or Executive Program Management Course	Mr. Rick Yager PERSCOM (TAPC-OPB-E) 200 Stovall Street Alexandria, VA 22332-0411	DSN 221-3127 Comm 703-325-3127 Fax 703-325-8111 yagerr@hoffman-emh1.army.mil
	Army Civilian or Military (other than above)	Any DSMC Course	HQDA (SARD-ACP) 9900 Belvoir Road Suite 101 Fort Belvoir, VA 22060-5567	DSN 655-4162/4167 Comm 703-4162/4167 Fax 703-805-4163 willir@aim.belvoir.army.mil
AIR FORCE	Air Force General Officer	Any DSMC Course	Capt Ricky E. Bennett AFGOMO 1040 Air Force Pentagon Washington, DC 20330-1040	DSN 224-4676 Comm 703-614-4676 Fax 703-697-5292 rick.bennett@dp.hq.af.mil
	Air Force Senior Executive Service	Any DSMC Course	Mr. Jim Matthews AFDPS 1040 Air Force Pentagon Washington, DC 20330-1040	DSN 225-9106 Comm 703-695-9106 Fax 703-614-0308 james.matthews@dp.hq.af.mil
	Air Force Military or Civilian	Advanced Program Management Course	MSgt Stephen Thompson SAF/AQXD 1060 Air Force Pentagon Washington, DC 20330-1060	DSN 224-9446 Comm 703-614-9446 Fax 703-697-3881 sathomps@aqpo.hq.af.mil
	Air Force Military or Civilian	Executive Program Management Course	Capt David Beckwith SAF/AQXD 1060 Air Force Pentagon Washington, DC 20330-1060	DSN 224-9446 Comm 703-614-9446 Fax 703-697-3881 beckwitd@aqpo.hq.af.mil
	Air Force Military or Civilian	Any Other Mandatory Course	Mr. Robert Jasso Air Force Personnel Center AFPC/DPKOZ 555 E Street West, Suite 1 Randolph AFB, TX 78150-4530	DSN 487-6580 Comm 210-652-6580 Fax 210-652-6560 afato@hq.afpc.af.mil
	Air Force Military or Civilian	Any Non-mandatory Course	Mr. David Winter 2d Air Force/DOPN 721 Hangar Road Suite 102 Keesler AFB, MS 39534-2804	DSN 597-1329 Comm 601-377-1329 Fax 601-377-8465 winterdw@2af.kee.aetc.af.mil
MARINES	Marine Military or Civilian	Any DSMC Course	Ms. Toni Vaughan ATTN: Acquisition Workforce Management Directorate/ Code AP Quantico, VA 22134-5010	DSN 278-4261/4456 Comm 703-784-4261 Fax 703-784-4397 Internet not available

Detailed application procedures for correspondence courses appear on pp. 45, 46, and 60.

	If You Are	And Want to Attend	Contact	Phone/Fax/Internet
NAVY	Navy Military or Civilian	Advanced or Executive Program Management Course	Ms. Debbie Epps Office of the Director Acquisition Department Career Management (ASN[RDA]) 2211 South Clark Place Arlington, VA 22244-5104	DSN 332-2764 Comm 703-602-2764 Fax 703-602-8725 epps-deborah@hq.secnav.navy.mil
	Navy Military or Civilian	Any Other Mandatory Course	Mr. Dan Diviney Naval Acquisition Career Management Center 5450 Carlisle Pike PO Box 2033 Mechanicsburg, PA 17055-0784	DSN 430-2388 Comm 717-790-2388 Fax 717-790-4675 divineyd@mchfmccm.navy.mil
	Navy Military or Civilian	Any Non-mandatory Course	Mr. Alex Lathers Navy Sea Systems Command ATTN: Human Resources Center Code 31 2531 Jefferson Davis Hwy Arlington, VA 22242-5161	DSN 327-1680/1681 Comm 703-607-1680/1681 Fax 703-607-2810 derose_russell@hq.navsea.navy.mil
DOD	DoD Components Civilian (Military contact Service POCs listed above)	Any Mandatory Course	Ms. Cindy Skulskie Office of Director of Acquisition Career Management OSD(A&T) Crystal Square #3, Suite 100 1735 Jefferson Davis Hwy 1 Arlington, VA 22202-3401	DSN 332-9160 Comm 703-602-9160 Fax 703-602-9161 lcpsdoddacm@epo.com
	DoD Components Civilian/Military	Any Non-mandatory Course	Office of Registrar Defense Systems Management College 9820 Belvoir Road, Suite G38 Fort Belvoir, VA 22060-5565	DSN 655-2227/2146/2149/3704/2850/3556 Comm 703-805-2227/2146/2149/3704/2850/3556 Fax 703-805-3709 vinesd@dsmc.dsm.mil
ALLIED	Allied	Any DSMC Course	Ms. Arlene Anderson Security Assistance Training Field Activity (SATFA) 2017 Cunningham Drive Hampton, VA 23666	DSN 680-3255 Comm 804-727-3255 Fax 804-727-4142 andersona@emh5.monroe.army.mil
INDUSTRY/OTHER	Defense Industry (Members of Council of Defense and Space Industry Associations)	Any DSMC Course	Mrs. Ruth Franklin Council of Defense and Space Industry Associations 1250 Eye Street, N.W. Suite 1200 Washington, DC 20005	Comm 202-371-8414 Fax 202-371-8470 Internet not available
	Other Industry or Organizations not listed above	Any DSMC Course	Office of the Registrar Defense Systems Management College 9820 Belvoir Road, Suite G38 Fort Belvoir, VA 22060-5565	DSN 655-2227/2146/2149/3704/2850/3556 Comm 703-805-2227/2146/3704/2850/3556 Fax 703-805-3709 vinesd@dsmc.dsm.mil

College Credit

The following courses have been evaluated for college credit equivalency by the American Council on Education (ACE):

Title	Level	Credit Recommendations
Advanced Production and Quality Management Course (SYS 301) (formerly called Defense Acquisition Engineering, Manufacturing, and Quality Assurance Course)	Graduate	3 semester hours in business administration or technical management
Intermediate Systems Acquisition Course (ACQ 201) (formerly called Acquisition Basics Course)	Upper-division Baccalaureate	4 semester hours in systems management
Systems Acquisition for Contracting Personnel Course (PMT 341)	Graduate	3 semester hours in procurement management
Program Management Course (PMT 301)* *(Course ended in FY 95; replacement course is Advanced Program Management Course [PMT 302], which has not been evaluated by the American Council on Education [ACE] at the time of publication. Therefore, no credit can be given until evaluation is completed in late FY 96/early FY 97.)	Graduate	3 semester hours in leadership and group decision processes, 3 semester hours in systems management, 3 semester hours in survey of program-operations/manufacturing management

NOTE: The ACE is scheduled to evaluate additional DSMC courses for college credit equivalency during fall 1996.

FY 97 DSMC Academic Calendar

Advanced International Management Workshop (AIMW)
(PMT 304 [DAU])

Class Number	Dates	Location
001	3 Feb 97–7 Feb 97	Ft Belvoir, VA
002	10 Mar 97–14 Mar 97	Ft Belvoir, VA
003	12 May 97–16 May 97	Ft Belvoir, VA
004	22 Sep 97–26 Sep 97	Ft Belvoir, VA

Advanced Production and Quality Management Course (APQMC)
(PQM 301 [DAU])

Class Number	Dates	Location
001	6 Jan 97–17 Jan 97	Ft Belvoir, VA
002	24 Feb 97–7 Mar 97	Ft Belvoir, VA
003	24 Feb 97–7 Mar 97	Ft Belvoir, VA
004	7 Apr 97–18 Apr 97	Ft Belvoir, VA
005	7 Apr 97–18 Apr 97	Ft Belvoir, VA
006	2 Jun 97–13 Jun 97	Ft Belvoir, VA
007	2 Jun 97–13 Jun 97	Ft Belvoir, VA
008	28 Jul 97–8 Aug 97	Ft Belvoir, VA
009	28 Jul 97–8 Aug 97	Ft Belvoir, VA
010	15 Sep 97–26 Sep 97	Ft Belvoir, VA
011	15 Sep 97–26 Sep 97	Ft Belvoir, VA

Advanced Program Management Course (APMC)
(PMT 302 [DAU])

Class Number	Dates	Location
001	13 Jan 97–18 Apr 97	Ft Belvoir, VA
002	12 May 97–15 Aug 97	Ft Belvoir, VA
003	8 Sep 97–12 Dec 97	Ft Belvoir, VA

Advanced Software Acquisition Management Course (ASAMC)
(SAM 301 [DAU])

Class Number	Dates	Location
001	4 Nov 96–22 Nov 96	Ft Belvoir, VA
002	3 Dec 96–20 Dec 96	Ft Belvoir, VA
003	6 Jan 97–24 Jan 97	Ft Belvoir, VA
004	8 Apr 97–25 Apr 97	Ft Belvoir, VA
005	6 May 97–23 May 97	Ft Belvoir, VA
006	12 Aug 97–29 Aug 97	Ft Belvoir, VA

Advanced Systems Planning, Research, Development and Engineering Course (ASPRDEC)
(SYS 301 [DAU])

Class Number	Dates	Location
001	21 Oct 96–1 Nov 96	Ft Belvoir, VA
701	12 Nov 96–22 Nov 96	Boston, MA (DoD)
702	2 Dec 96–13 Dec 96	Ft Belvoir, VA (Navy)
703	6 Jan 97–17 Jan 97	Eglin AFB, FL (AF)
002	27 Jan 97–7 Feb 97	Ft Belvoir, VA
003	24 Feb 97–7 Mar 97	Ft Belvoir, VA
004	10 Mar 97–21 Mar 97	Ft Belvoir, VA
005	24 Mar 97–4 Apr 97	Ft Belvoir, VA
006	7 Apr 97–18 Apr 97	Ft Belvoir, VA
007	21 Apr 97–2 May 97	Ft Belvoir, VA
704	28 Apr 97–9 May 97	San Diego, CA (Navy)
008	12 May 97–23 May 97	Ft Belvoir, VA
009	2 Jun 97–13 Jun 97	Ft Belvoir, VA
010	16 Jun 97–27 Jun 97	Ft Belvoir, VA
011	7 Jul 97–18 Jul 97	Ft Belvoir, VA
012	21 Jul 97–1 Aug 97	Ft Belvoir, VA
705	4 Aug 97–15 Aug 97	NAS Pax River, MD (Navy)
706	18 Aug 97–29 Aug 97	TBD
013	8 Sep 97–19 Sep 97	Ft Belvoir, VA
014	22 Sep 97–3 Oct 97	Ft Belvoir, VA

Basic Software Acquisition Management Course (BSAMC)
(SAM 101 [DAU])

Class Number	
801	This will be a new computer-based correspondence course, which is currently under development. Call the College Registrar (numbers below) for further information on availability and application procedures.

Business, Cost Estimating, and Financial Management Workshop (BCEFMW)
(BCF 301[DAU])

Class Number	Dates	Location
001	7 Oct 96–18 Oct 96	Ft Belvoir, VA
002	12 Nov 96–22 Nov 96	Ft Belvoir, VA
003	10 Dec 96–20 Dec 96	Ft Belvoir, VA
004	4 Mar 97–14 Mar 97	Ft Belvoir, VA
005	15 Apr 97–25 Apr 97	Ft Belvoir, VA
006	6 May 97–16 May 97	Ft Belvoir, VA
007	17 Jun 97–27 Jun 97	Ft Belvoir, VA
008	12 Aug 97–22 Aug 97	Ft Belvoir, VA
009	2 Sep 97–12 Sep 97	Ft Belvoir, VA

Course dates may be subject to change. Please check with the College Registrar at (703) 805-2521/2227/3704/2146/2149/3556/2850 (DSN 655) for confirmation of course schedules.

Course offerings identified by a 700-series class number are special offerings hosted by the Service shown. Other Service applicants may apply on a space-available/standby basis.

Class Number	Dates	Location
Contract Performance Management Fundamentals Course (CPMFC) (BFM 102 [DAU])		
001	3 Dec 96–12 Dec 96	Ft Belvoir, VA
002	19 Aug 97–28 Aug 97	Ft Belvoir, VA
003	12–21 Nov 96	Ft Belvoir, VA
004	11–21 Feb 97	Ft Belvoir, VA
005	18–27 Mar 97	Ft Belvoir, VA
006	8–17 Apr 97	Ft Belvoir, VA
007	29 Apr–8 May 97	Ft Belvoir, VA
701	10–19 Jun 97	Los Angeles, CA
Contractor Finance for Acqusition Managers Course (CFAMC) (BFM 204 [DAU])		
001	2 Dec 96–6 Dec 96	Ft Belvoir, VA
002	27 Jan 97–31 Jan 97	Ft Belvoir, VA
003	10 Feb 97–14 Feb 97	Ft Belvoir, VA
004	10 Mar 97–14 Mar 97	Ft Belvoir, VA
701	24 Mar 97–28 Mar 97	Linthicum, MD (DoD)
702	5 May 97–9 May 97	NAS Pax River, MD (Navy)
703	19 May 97–23 May 97	NAS Pax River, MD (Navy)
005	11 Aug 97–15 Aug 97	Ft Belvoir, VA
006	25 Aug 97–29 Aug 97	Ft Belvoir, VA
007	8 Sep 97–12 Sep 97	Ft Belvoir, VA
Executive Management Course (EMC) (DSMC 30)		
001	3 Mar 97–21 Mar 97	Ft Belvoir, VA
002	25 Aug 97–12 Sep 97	Ft Belvoir, VA
Executive Program Managers Course (EPMC) (PMT 303 [DAU])		
001	12 Aug 96–13 Aug 96	Ft Belvoir, VA (Pre-course)
001	7 Oct 96–1 Nov 96	Ft Belvoir, VA
002	19 Nov 96–20 Nov 96	Ft Belvoir, VA (Pre-course)
002	21 Jan 97–14 Feb 97	Ft Belvoir, VA
003	4 Feb 97–5 Feb 97	Ft Belvoir, VA (Pre-course)
003	7 Apr 97–2 May 97	Ft Belvoir, VA
004	18 Mar 97–19 Mar 97	Ft Belvoir, VA (Pre-course)
004	9 Jun 97–3 Jul 97	Ft Belvoir, VA
005	13 May 97–14 May 97	Ft Belvoir, VA (Pre-course)
005	14 Jul 97–8 Aug 97	Ft Belvoir, VA
Executive Refresher Course (ERC) (DSMC 2)		
001	2 Dec 96–13 Dec 96	Ft Belvoir, VA
002	27 May 97–6 Jun 97	Ft Belvoir, VA
Executive Test and Evaluation Management Course (ETEMC) (TST 301 [DAU])		
701	24 Mar–28 Mar 97	Ft Belvoir, VA
001B	28 Apr 97–2 May 97	Huntsville, AL
001	16 Jun 97–20 Jun 97	Ft Belvoir, VA
002	21 Jul 97–25 Jul 97	Ft Belvoir, VA

Course dates may be subject to change. Please check with the College Registrar at (703) 805-2521/2227/3704/2146/2149/3556/2850 (DSN 655) for confirmation of course schedules.

Course offerings identified by a 700-series class number are special offerings hosted by the Service shown. Other Service applicants may apply on a space-available/standby basis.

Class Number	Dates	Location
Fundamentals of Systems Acquisition Management Course (FSAMC) (ACQ 101 [DAU])		
001	28 Oct 96–7 Nov 96	Ft Belvoir, VA
701	29 Oct 96–8 Nov 96	Cleveland, OH (DoD)
001D	3 Dec 96–13 Dec 96	Los Angeles, CA
702	3 Dec 96–13 Dec 96	Gunter AFB, AL (AF)
703	3 Dec 96–13 Dec 96	Quantico, VA (Navy)
002	10 Dec 96–20 Dec 96	Ft Belvoir, VA
002D	7 Jan 97–17 Jan 97	Los Angeles, CA
704	7 Jan 97–17 Jan 97	Scott AFB, IL (AF)
001B	4 Feb 97–14 Feb 97	Huntsville, AL
003	24 Feb 97–6 Mar 97	Ft Belvoir, VA
705	25 Feb 97–7 Mar 97	NAS Pax River, MD (Navy)
001C	11 Mar 97–21 Mar 97	Boston, MA
706	11 Mar 97–21 Mar 97	Hill AFB, UT (AF)
004	24 Mar 97–3 Apr 97	Ft Belvoir, VA
707	25 Mar 97–4 Apr 97	Phoenix, AZ (DoD)
005	7 Apr 97–17 Apr 97	Ft Belvoir, VA
001A	8 Apr 97–18 Apr 97	St Louis, MO
006	21 Apr 97–1 May 97	Ft Belvoir, VA
708	29 Apr 97–9 May 97	Ft Monmouth, NJ (Army)
002B	13 May 97–23 May 97	Huntsville, AL
002A	27 May 97–6 Jun 97	St Louis, MO
007	10 Jun 97–20 Jun 97	Ft Belvoir, VA
002C	17 Jun 97–27 Jun 97	Boston, MA
008	8 Jul 97–18 Jul 97	Ft Belvoir, VA
003D	8 Jul 97–18 Jul 97	Los Angeles, CA
009	28 Jul 97–7 Aug 97	Ft Belvoir, VA
010	19 Aug 97–29 Aug 97	Ft Belvoir, VA
003A	19 Aug 97–29 Aug 97	St Louis, MO
709	19 Aug 97–29 Aug 97	Langley AFB, VA (AF)
004D	8 Sep 97–18 Sep 97	Los Angeles, CA
003B	9 Sep 97–19 Sep 97	Huntsville, AL
011	23 Sep 97–3 Oct 97	Ft Belvoir, VA
003C	23 Sep 97–3 Oct 97	Boston, MA
710	1 Oct–11 Oct 96	Radford, VA (Army)
Intermediate Acquisition Logistics Course (IALC) (LOG 201 [DAU])		
001	4 Nov 96–22 Nov 96	Ft Belvoir, VA
002	21 Jan 97–7 Feb 97	Ft Belvoir, VA
003	17 Mar 97–4 Apr 97	Ft Belvoir, VA
004	28 Apr 97–16 May 97	Ft Belvoir, VA
005	2 Jun 97–20 Jun 97	Ft Belvoir, VA
006	7 Jul 97–25 Jul 97	Ft Belvoir, VA
007	11 Aug 97–29 Aug 97	Ft Belvoir, VA
Intermediate Contractor Performance Management Course (ICPMC) (BFM 203 [DAU])		
001	21 Oct 96–1 Nov 96	Ft Belvoir, VA
002	6 Jan 97–17 Jan 97	Ft Belvoir, VA
003	10 Mar 97–21 Mar 97	Ft Belvoir, VA
004	31 Mar 97–11 Apr 97	Ft Belvoir, VA
005	21 Apr 97–2 May 97	Ft Belvoir, VA
006	12 May 97–23 May 97	Ft Belvoir, VA
007	16 Jun 97–27 Jun 97	Ft Belvoir, VA
008	7 Jul 97–18 Jul 97	Ft Belvoir, VA
009	28 Jul 97–8 Aug 97	Ft Belvoir, VA

Class Number	Dates	Location
Intermediate Systems Acquisition Course (ISAC) (ACQ 201 [DAU])		
701	7 Oct 96–1 Nov 96	Kirtland AFB, NM (AF)
001B	15 Oct 96–8 Nov 96	Huntsville, AL
001	21 Oct 96–15 Nov 96	Ft Belvoir, VA
001A	21 Oct 96–15 Nov 96	St Louis, MO
001C	2B Oct 96–22 Nov 96	Boston, MA
002	18 Nov 96–13 Dec 96	Ft Belvoir, VA
003	25 Nov 96–20 Dec 96	Ft Belvoir, VA
004	6 Jan 97–31 Jan 97	Ft Belvoir, VA
002B	6 Jan 97–31 Jan 97	Huntsville, AL
005	13 Jan 97–7 Feb 97	Ft Belvoir, VA
702	13 Jan 97–7 Feb 97	Philadelphia, PA (Navy)
001D	21 Jan 97–14 Feb 97	Los Angeles, CA
002A	27 Jan 97–21 Feb 97	St Louis, MO
006	10 Feb 97–7 Mar 97	Ft Belvoir, VA
007	10 Feb 97–7 Mar 97	Ft Belvoir, VA
003B	1B Feb 97–14 Mar 97	Huntsville, AL
703	1B Feb 97–14 Mar 97	Warner Robins AFB, GA (AF)
003A	3 Mar 97–28 Mar 97	St Louis, MO
704	17 Mar 97–11 Apr 97	Eglin AFB, FL (AF)
00B	24 Mar 97–18 Apr 97	Ft Belvoir, VA
002C	24 Mar 97–18 Apr 97	Boston, MA
004B	31 Mar 97–25 Apr 97	Huntsville, AL
002D	7 Apr 97–2 May 97	Los Angeles, CA
009	14 Apr 97–9 May 97	Ft Belvoir, VA
705	14 Apr 97–9 May 97	Tinker AFB, OK (AF)
004A	21 Apr 97–16 May 97	St Louis, MO
010	28 Apr 97–23 May 97	Ft Belvoir, VA
003C	12 May 97–6 Jun 97	Boston, MA
011	19 May 97–13 Jun 97	Ft 8elvoir, VA
005B	27 May 97–20 Jun 97	Huntsville, AL
012	2 Jun 97–27 Jun 97	Ft Belvoir, VA
003D	2 Jun 97–27 Jun 97	Los Angeles, CA
005A	9 Jun 97–3 Jul 97	St Louis, MO
013	23 Jun 97–18 Jul 97	Ft Belvoir, VA
706	30 Jun 97–25 Jul 97	Griffiss AF8, NY (AF)
004C	7 Jul 97–1 Aug 97	Boston, MA
014	14 Jul 97–8 Aug 97	Ft Belvoir, VA
006B	14 Jul 97–8 Aug 97	Huntsville, AL
006A	21 Jul 97–15 Aug 97	St Louis, MO
015	28 Jul 97–22 Aug 97	Ft Belvoir, VA
004D	28 Jul 97–22 Aug 97	Los Angeles, CA
707	4 Aug 97–29 Aug 97	Garden City, NY (DoD)
016	11 Aug 97–5 Sep 97	Ft Belvoir, VA
017	25 Aug 97–19 Sep 97	Ft Belvoir, VA
018	8 Sep 97–3 Oct 97	Ft Belvoir, VA
708	8 Sep 97–3 Oct 97	Kelly AFB, TX (AF)

Intermediate Systems Acquisition Course (ISAC) Equivalency Exam (ACQ 201 [DAU])

Dates and locations to be determined. Call the College Registrar (numbers below) or your training office for further information on dates, locations, and application procedures.

Class Number	Dates	Location
Intermediate Software Acquisition Management Course (ISAMC) (SAM 201 [DAU])		
001	22 Oct 96–B Nov 96	Ft Belvoir, VA
002	3 Dec 96–20 Dec 96	Ft Belvoir, VA
003	25 Feb 97–14 Mar 97	Ft Belvoir, VA
004	1 Apr 97–1B Apr 97	Ft Belvoir, VA
005	6 May 97–23 May 97	Ft Belvoir, VA
006	B Jul 97–25 Jul 97	Ft Belvoir, VA
007	5 Aug 97–22 Aug 97	Ft 8elvoir, VA
008	9 Sep 97–26 Sep 97	Ft Belvoir, VA
Intermediate Systems Planning, Research, Development, and Engineering Course (ISPRDEC) (SYS 201 [DAU])		
001	3 Feb 97–14 Feb 97	Ft Belvoir, VA
002	15 Sep 97–26 Sep 97	Ft Belvoir, VA
Intermediate Test and Evaluation Course (ITEC) (TST 202 [DAU])		
001	1 Apr–11 Apr 97	Ft Belvoir, VA
002	7 Jan 97–17 Jan 97	Ft Belvoir, VA
003	29 Apr 97–9 May 97	Ft Belvoir, VA
004	19 Aug 97–29 Aug 97	Ft Belvoir, VA
005	9 Sep 97–19 Sep 97	Ft Belvoir, VA
International Security and Technology Transfer/Control Course (ISTT/CC) (PMT 203 [DAU])		
001	16 Dec 96–20 Dec 96	Ft Belvoir, VA
002	23 Jun 97–27 Jun 97	Ft 8elvoir, VA
003	15 Sep 97–19 Sep 97	Ft Belvoir, VA
Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC) (TST 101 [DAU])		
001B	1B Nov 96–22 Nov 96	Huntsville, AL
001D	19 May 97–23 May 97	Los Angeles, CA
001A	14 Jul 97–1B Jul 97	St Louis, MO
001C	11 Aug 97–15 Aug 97	Boston, MA
Multinational Program Management Course (MPMC) (PMT 202 [DAU])		
001	21 Oct 96–25 Oct 96	Ft Belvoir, VA
002	18 Nov 96–22 Nov 96	Ft Belvoir, VA
003	24 Feb 97–28 Feb 97	Ft Belvoir, VA
004	21 Apr 97–25 Apr 97	Ft Belvoir, VA
701	7 Jul 97–11 Jul 97	Mannheim, Germany
Overhead Management of Defense Contracts Course (OMDCC) (CON 232 [DAU])		
001	2 Dec 96–13 Dec 96	Ft Belvoir, VA
002	21 Apr 97–2 May 97	Ft Belvoir, VA
003	16 Jun 97–27 Jun 97	Ft Belvoir, VA
004	2B Jul 97–B Aug 97	Ft Belvoir, VA

Course dates may be subject to change. Please check with the College Registrar at (703) 805-2521/2227/3704/2146/2149/3556/2850 (DSN 655) for confirmation of course schedules.

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Class Number	Dates	Location
Program Managers Survival Course (PMSC) (PMT 305 [DAU])		
001	4 Nov 96–15 Nov 96	Ft Belvoir, VA
002	6 Jan 97–17 Jan 97	Ft Belvoir, VA
003	18 Feb 97–28 Feb 97	Ft Belvoir, VA
004	24 Mar 97–4 Apr 97	Ft Belvoir, VA
005	12 May 97–23 May 97	Ft Belvoir, VA
006	11 Aug 97–22 Aug 97	Ft Belvoir, VA
007	15 Sep 97–26 Sep 97	Ft Belvoir, VA
Selected Acquisition Report Course (SARC) (BFM 209 [DAU])		
601	4 Nov 96–8 Nov 96	Ft Belvoir, VA
602	18 Nov 96–22 Nov 96	Ft Belvoir, VA
603	16 Dec 96–20 Dec 96	Ft Belvoir, VA
604	27 Jan 97–31 Jan 97	Ft Belvoir, VA
605	22 Sep 97–26 Sep 97	Ft Belvoir, VA
Selected Acquisition Report Review Course (SARRC) (BFM 210 [DAU]		
601	12 Nov 96–14 Nov 96	Ft Belvoir, VA
602	3 Dec 96–5 Dec 96	Ft Belvoir, VA
603	10 Dec 96–12 Dec 96	Ft Belvoir, VA
604	21 Jan 97–23 Jan 97	Ft Belvoir, VA
Systems Acquisition Funds Management Course (SAFMC) (BFM 201 [DAU]		
001D	21 Oct 96–25 Oct 96	Los Angeles, CA
001B	18 Nov 96–22 Nov 96	Huntsville, AL
001	2 Dec 96–6 Dec 96	Ft Belvoir, VA
002	2 Dec 96–6 Dec 96	Ft Belvoir, VA
701	13 Jan 97–17 Jan 97	NAS Pax River, MD (Navy)
001C	3 Feb 97–7 Feb 97	Boston, MA
001A	24 Feb 97–28 Feb 97	St Louis, MO
002B	17 Mar 97–21 Mar 97	Huntsville, AL
702	7 Apr 97–11 Apr 97	Eglin AFB, FL (AF)
003	28 Apr 97–2 May 97	Ft Belvoir, VA
004	28 Apr 97–2 May 97	Ft Belvoir, VA
002A	19 May 97–23 May 97	St Louis, MO
002D	9 Jun 97–13 Jun 97	Los Angeles, CA
703	7 Jul 97–11 Jul 97	Linthicum, MD (DoD)
704	28 Jul 97–1 Aug 97	China Lake, CA (Navy)
005	25 Aug 97–29 Aug 97	Ft Belvoir, VA
002C	8 Sep 97–12 Sep 97	Boston, MA

Class Number	Dates	Location
Systems Acquisition Management for General/Flag Officers Course (SAMC [DSMC 1])		
001	18 Nov 96–22 Nov 96	Ft Belvoir, VA
002	5 May 97–9 May 97	Ft Belvoir, VA
Systems Acquisition for Contracting Personnel Course (SACPC) (PMT 341 [DAU])		
001	2 Dec 96–13 Dec 96	Ft Belvoir, VA
002	2 Dec 96–13 Dec 96	Ft Belvoir, VA
003	24 Feb 97–7 Mar 97	Ft Belvoir, VA
004	24 Feb 97–7 Mar 97	Ft Belvoir, VA
005	7 Apr 97–18 Apr 97	Ft Belvoir, VA
006	7 Apr 97–18 Apr 97	Ft Belvoir, VA
007	2 Jun 97–13 Jun 97	Ft Belvoir, VA
008	2 Jun 97–13 Jun 97	Ft Belvoir, VA
009	14 Jul 97–25 Jul 97	Ft Belvoir, VA
010	14 Jul 97–25 Jul 97	Ft Belvoir, VA
011	15 Sep 97–26 Sep 97	Ft Belvoir, VA
012	15 Sep 97–26 Sep 97	Ft Belvoir, VA

Course dates may be subject to change. Please check with the College Registrar at (703) 805-2521/2227/3704/2146/2149/3556/2850 (DSN 655) for confirmation of course schedules.

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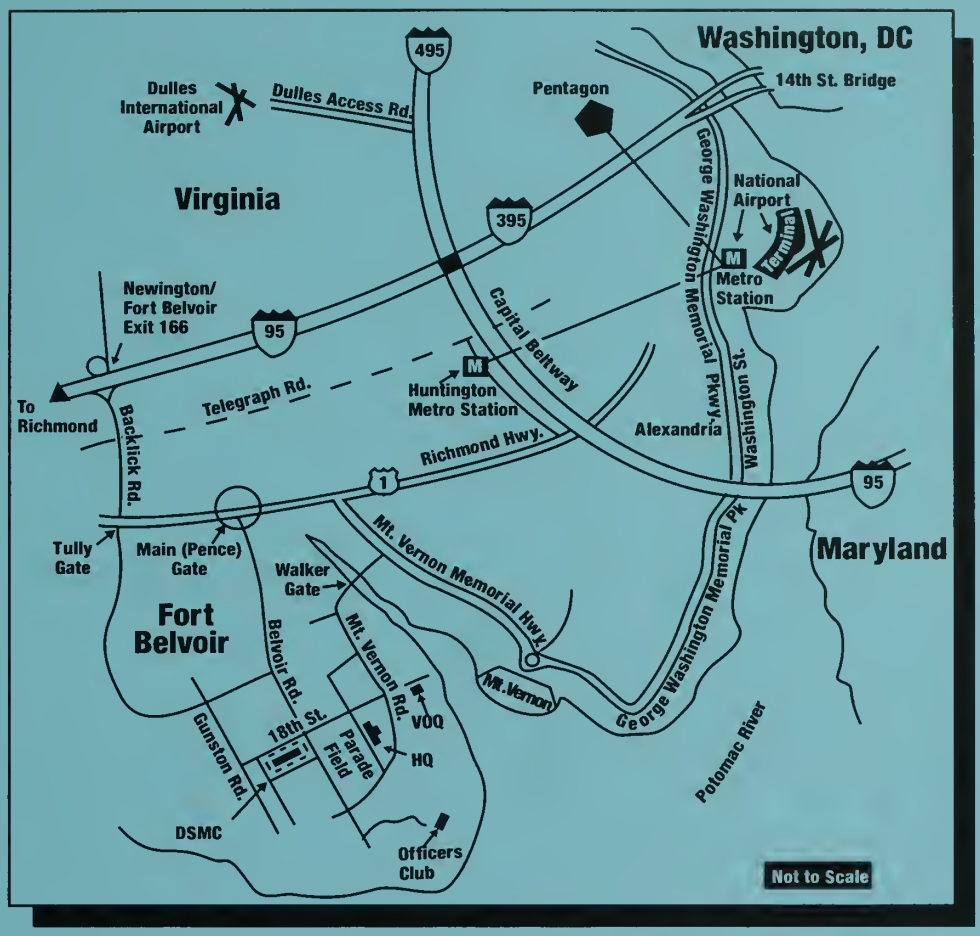
Fort Belvoir, VA

Fort Belvoir is located south of Alexandria, Virginia. Taking I-95, the Fort Belvoir exit is 3.7 miles south of the Capital Beltway (495).

A post map is located at each of the three entrances. The campus is easy to find from the Main (Pence) Gate, located at the intersection of Route 1 and Belvoir Road. Follow Belvoir Road to 18th Street. The main building, 202, has four large columns and a semicircular driveway. It is opposite a large parade field between 18th and 19th Streets. All buildings are numbered. If you get lost, call 1-800-845-7606.



From National Airport

Travel south on Route 1/Richmond Highway through Alexandria to Fort Belvoir. There are many traffic lights, fast food places, and gas stations. This business-district route is strictly a slow trip. An alternate route (15.3 miles) would be to take scenic George Washington/Mt. Vernon Parkway (named Washington Street in town) south through Old Town Alexandria. From the airport's main terminal, follow the green highway signs toward Alexandria. Proceed along the Potomac River past Mt. Vernon, historic home of George Washington, until you get to the Route 1 intersection; turn left (south) on Route 1. Go up the hill .7 of a mile; turn left and go through the Main (Pence) Gate.

You can get to Fort Belvoir from National Airport by using the "Metrorail" subway in combination with bus services. Take Metrorail to the Pentagon and transfer to bus 9A; be sure you have exact change for the bus. When you arrive at Fort Belvoir, exit at the intersections of either 18th Street and Gunston or 18th and Belvoir Road. (For additional information, call 202-637-7000.)

From the Maryland Side of the Beltway (Prince George's County)

Take the Beltway (495) across the Potomac River via the Woodrow Wilson Bridge and continue on 495 to the exit for I-95. Go south on I-95 toward Richmond. (See **From I-95 Traveling South.**)

From Dulles Airport and/or Virginia Side of the Capital Beltway (Fairfax County)

Take the Dulles Access Road from Dulles Airport and exit on the Capital Beltway (495). Go south toward Alexandria and Richmond. As you reach the lower part of the Beltway, exit south on I-95 toward Richmond. (See **From I-95 Traveling South.**) (No Metrorail access.)

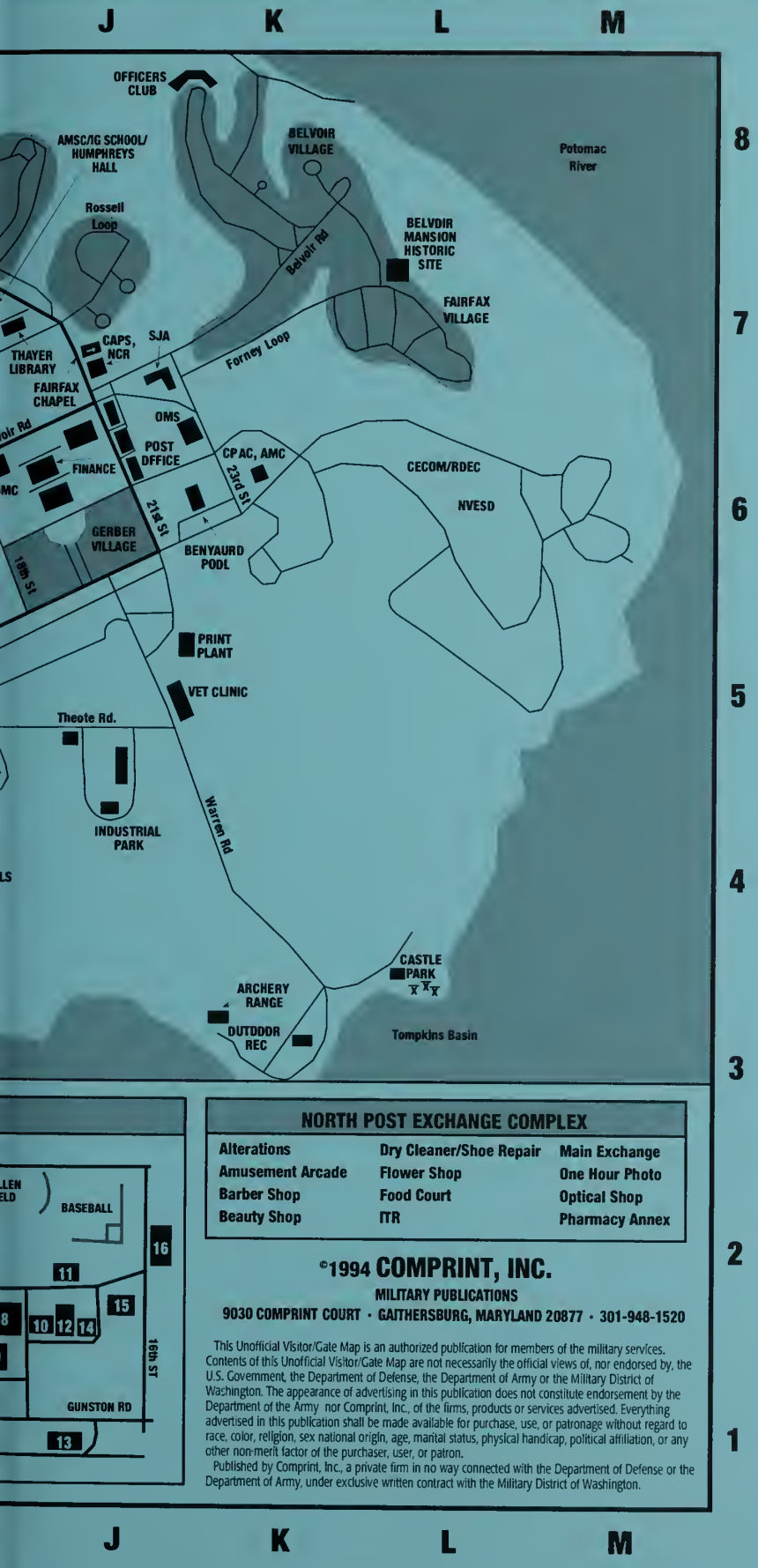
From I-95 Traveling South

Take this heavily congested route south, pass the Springfield/Franconia exit, and exit at 166 (Newington/Fort Belvoir). From this ramp, you will travel south on Backlick Road for 3.1 miles to Route 1/Richmond Highway (Hess gas station will be on the right). Turn left (north) on Route 1 and go .9 of a mile to the top of the hill, where you will see the Fort Belvoir Main (Pence) Gate on the right. Enter this gate to the south side of the post.

From Richmond I-95 Traveling North

Take I-95 north to the Fort Belvoir/Mt. Vernon exit. You will now be on Route 1/Richmond Highway. Drive 6.4 miles to the Fort Belvoir Main (Pence) Gate on the right.

Fort Belvoir



NORTH POST EXCHANGE COMPLEX

Alterations	Dry Cleaner/Shoe Repair	Main Exchange
Amusement Arcade	Flower Shop	One Hour Photo
Barber Shop	Food Court	Optical Shop
Beauty Shop	ITR	Pharmacy Annex

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Legend

Accotink Village D2
Accotink Bay Wildlife Refuge ... G3
Adjutant General C5
Amphitheater C3
Archery Range K3
Army Career & Alumni Program Office B5
Army Community Services .... Inset
Army Management Staff College H7
Arts & Crafts Center E4
Auto Craft Shop/Detailing E4
Barden Elementary School G6
Belvoir Chapel (Main Chapel) ... G6
Belvoir Mansion Historic Site L7
Belvoir Village ..... KB
Benyaurd Indoor Pool J6
Billeting Office H7
Body Shop Fitness Center G5
Building 1001 ..... G6
Castle Park K3
CECOM/RDEC L6
Cheney Elementary School A5
Child Development Center, North Post B5
Child Development Center, South Post G5
Civilian Personnel Advisory Center, AMC L6
Civilian Personnel Advisory Center, Ft. Belvoir G6
Civilian Army Personnel Services, NCR J7
Colyer Village E6
Commissary A4
Contracting E4–F4
Counseling Center B5
Crestar Bank, Branch C5
DEERS G6
Defense Mapping School J6
Defense Systems Management College H6
Dental Clinic G5
DeWitt Army Community Hospital F6
Dining Facility B5
DLA/OCAA HQ Complex B2
Dog Kennels H4
Dogue Creek ..... GB–HB
Driver Testing E4
Education Center E4
EEOO/EO ..... Inset
Eleanor U. Kennedy Homeless Shelter E2
Fairfax Chapel J7
Fairfax Village K7–L7
Finance Office H6–J6
Fire Station, North Post C4
Fire Station, South Post H5
Furniture Store G5
George Washington Village C6–D6
Gerber Village J6
Golf Course, North Post A2
Golf Course, South Post E5
Gunston Chapel B5
Humphreys Engineer Center A5
Humphreys Hall H7
ID Card G6
IG School H7
Industrial Park J4/5
Information Systems Command B3
Inspector General E4
Institute of Heraldry E4
ITR Inset/H6
Jadwin Court ..... HB
Jackson Miles Abbott Wetlands Refuge A6
Joint Personal Property Shipping Office E4
Knadle Hall H7
Lewis Heights B6
Lieber Gate D5
Marina E7
Markham Elementary School F7
McRee Barracks C4
Mental Health F6
Military Police Station G4
Mosby Reserve Center C1
Mount Vernon Chapel G5
Night Vision & Electronic Sensors Directorate L6
North Post Shopping Center Complex A4
NCO/Enlisted Club of Fort Belvoir E6
Officers Club ..... JB
Operational Support Airlift Command E1
Outdoor Recreation K3
Park Village G7
Pence Gate Main Entrance D5
Personnel and Community Activities H7
Pharmacy Annex ..... Inset
Physical Fitness Center C4
Pohick Loop Trail E3
Post Garage ..... Inset
Post Headquarters H7
Post Office J6
Print Plant J5
Public Affairs Office/Belvoir Eagle/Channel 3 ..... H7
Public Works F4
Records Management C5
Recycling Center G5
Red Cross ..... Inset
Reenlistment ..... Inset
Reserve Component Support Division C3
River Village D7–DB
Rossell Loop J7
Safety Office E4
Scout Camping Area A4
Self-help Center H5
Soldiers Magazine E4
Sosa Community Center H6
Specker Field House G5
Sports Medicine Clinic C4
Staff Judge Advocate J7
Thayer Library H7
Tompkins Basin L3
Transportation Motor Pool H5
Tulley Gate E3
U.S. Army Intelligence & Security Command B3
USO H6
Van Noy Library G5
Veterinary Clinic J5
Visitor Center D5
Walker Gate D7
Soldiers Show/Wallace Theater H6
Wellness/Phy Exam/Aviation Medical Clinic E4
Wells Field House C5
Woodlawn Village A7
Wood Theater C4
Youth Center G6
2070th USAR School F4
310th TAACOM Chapel C5

*See inset for services not listed here

Letters correspond to the DSMC map (opposite page).

Fort Belvoir Main (Pence) Gate
[1.3 miles to DSMC]

DeWitt Hospital (on left)
[.6 of a mile to DSMC]

Light at Belvoir Road and 12th Street (Main Post Chapel on right and Barden Elementary School on left)
[.3 of a mile to DSMC]

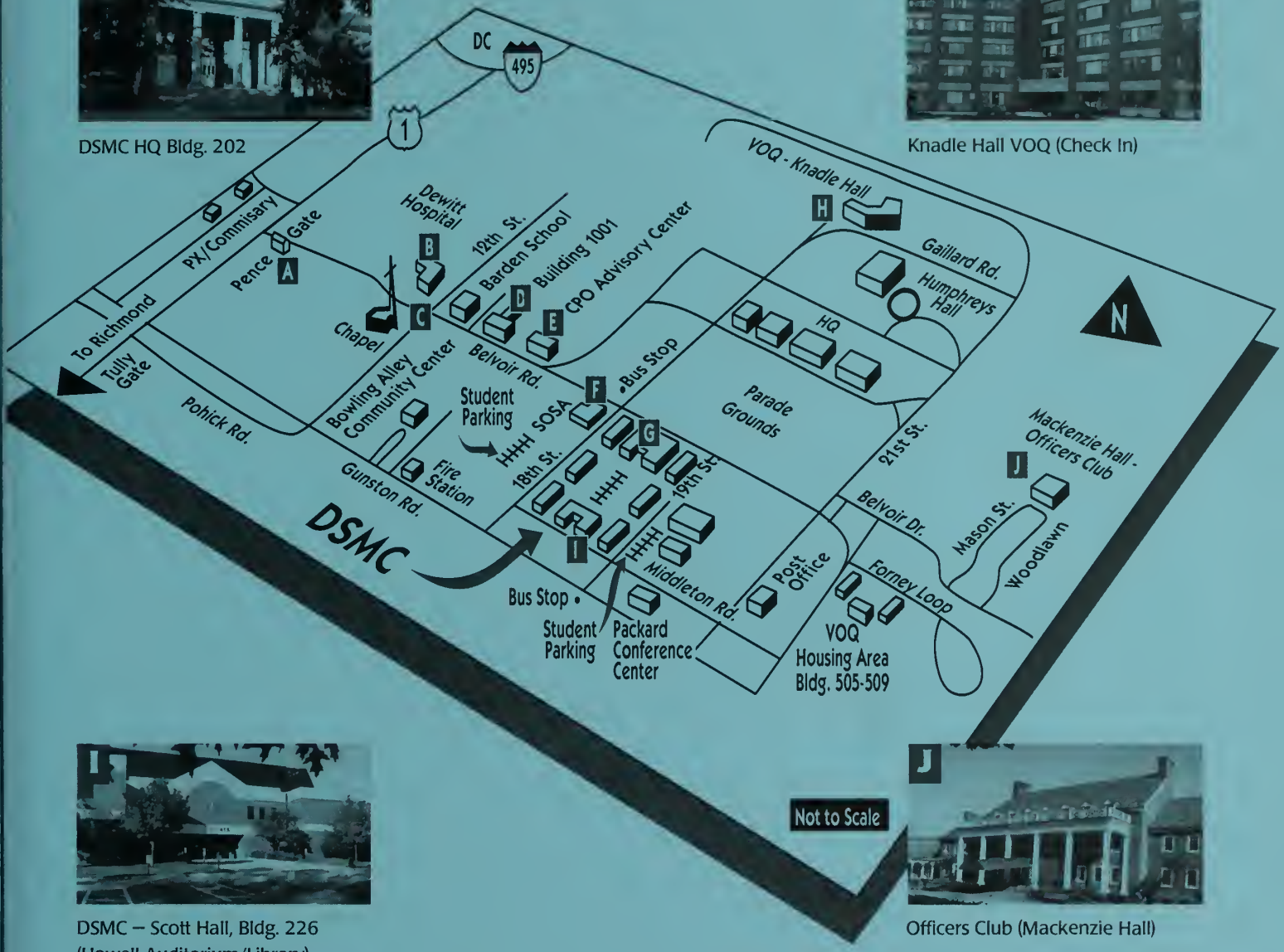
Building 1001 (on left)
[.2 of a mile to DSMC]

Civilian Personnel Office Advisory Center (on left)
[.1 of a mile to DSMC]

SOSA Community Center (on right) [DSMC across the street – 18th Street and Belvoir Road]

DSMC HQ Bldg. 202

Knadle Hall VOQ (Check In)



DSMC – Scott Hall, Bldg. 226
(Howell Auditorium/Library)

Officers Club (Mackenzie Hall)

Fold and place on driver's side of dashboard.

DSMC
Fort Belvoir, Virginia

OFFICIAL PARKING PERMIT

Do not park in staff and faculty reserved areas.

DSMC Campus
Fort Belvoir, VA

A-Student Parking Areas

Building 184, David Packard Executive Conference Center
(100 yards from Building 208)

Building 231
- Contracting/Supply/Warehouse
- Classroom 1

Building 208
- Classrooms 81, 82, 83, 84
- Learning Resource Center
- Systems Engineering Department
- Test & Evaluation Department

Building 226, Scott Hall
- David D. Acker Library
- Howell Auditorium
- School of Program Management
- Seminar Rooms 1, 2, 3, 4, 5
- Video Services Department

Building 219, Essayons Auditorium
- Essayons Theater

Building 206
- Classrooms 62, 63, 64
- Cost/Schedule Department
- Faculty Division

Building 206 (continued)
- Funds Management Department
- Maintenance Department
- Visual Arts and Press Department

Building 209
- Automated Classroom 92
- Automation Management Department
- Classrooms 91, 93, 94
- Logistics Management Department
- Manufacturing Management Department
- Office of the Registrar

Building 207
- Academic Programs Division
- Cafeteria
- Classrooms 73, 74
- Software Management Department

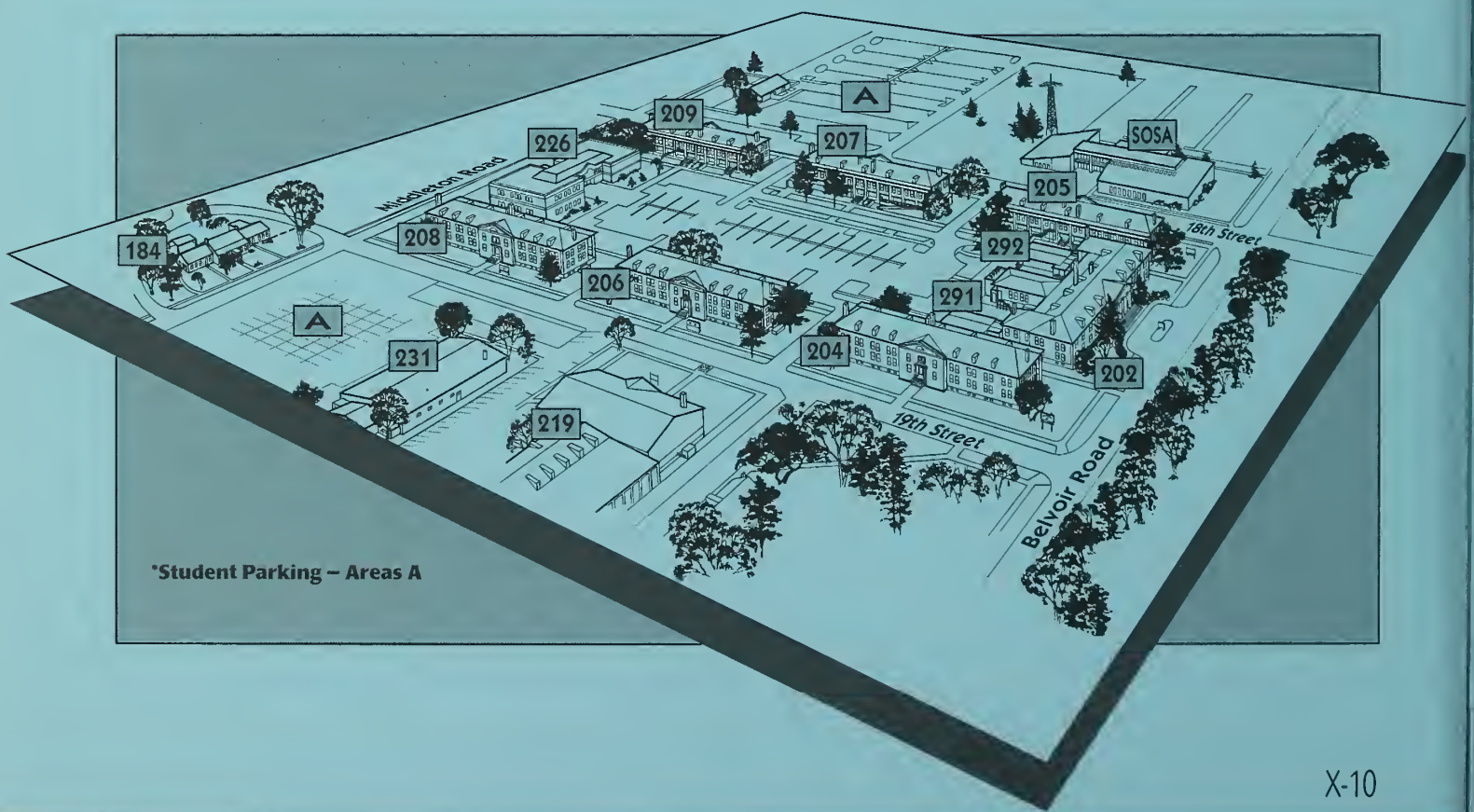
Building 204, Packard Hall
- Classrooms 41, 42, 43, 44
- Contract Management Department
- Contractor Finance Department
- Printing and Duplicating Department

Building 291
- Military and Civilian Personnel

Building 292
- Waelchli Room

Building 205
- Classrooms 53, 54
- Education Department
- Research, Consulting, and Information Division
- Wellness Center

Building 202, MacArthur Hall
- Acquisition Policy Department
- Contract and Logistics Operations Department
- Division of College Administration and Services
- Executive Institute
- Human Resources and Administration Department
- Management Deliberation Center
- Managerial Development Department
- Office of the Commandant
- Principles of Program Management Department
- Resource Management Department
- Video Services Control Center/ Customer Service



DSMC Central Regional Center: St. Louis, MO

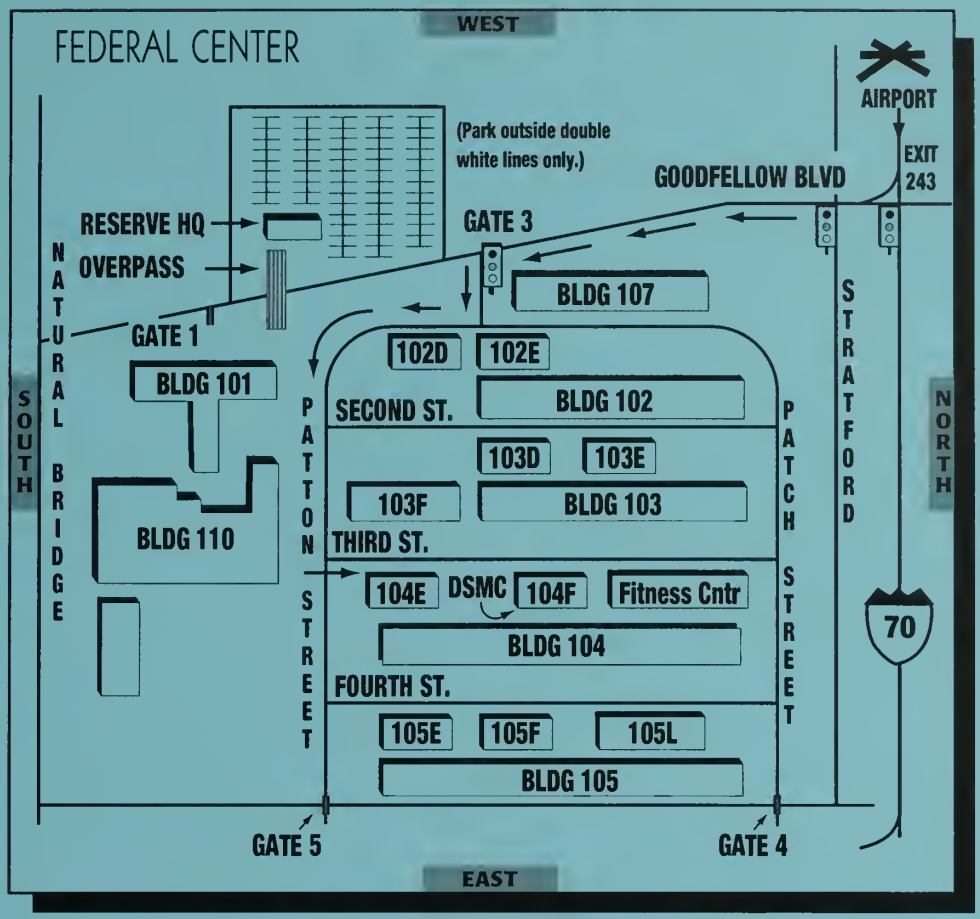
Directions from LA International to DSMC – St. Louis

Take Interstate 70, East. After approximately 5 to 7 miles, take Exit 243, Goodfellow Boulevard, turning right off the exit ramp onto Goodfellow Boulevard.

Continue going straight past the intersection with Stratford.

Go approximately 1/2 mile, and turn right into the open parking area across from the Main Gate 3 at the Federal Center.

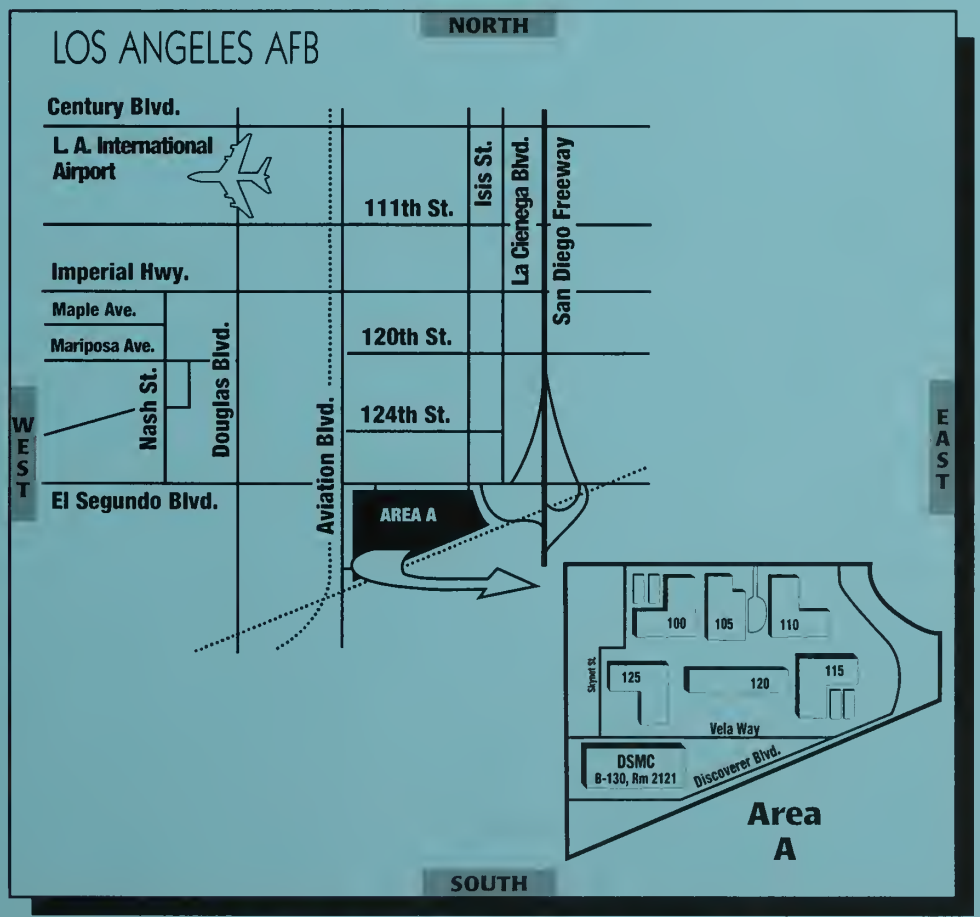
DSMC is located in Building 104F.



DSMC Western Regional Center: Los Angeles AFB, El Segundo, CA

Directions from LA International Airport to DSMC – El Segundo

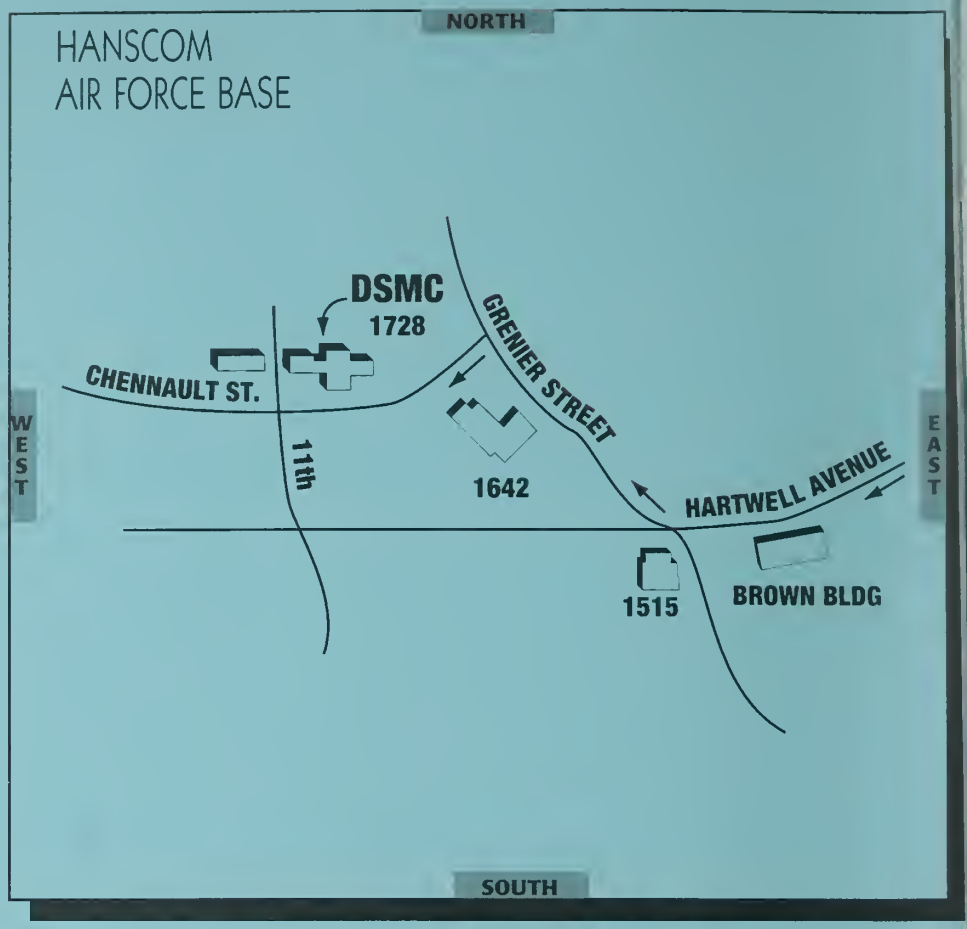
From the airport's rental car lot, travel east on Century Boulevard to Aviation Boulevard. Make a right tum onto Aviation Boulevard, heading south. Proceed on Aviation Boulevard to El Segundo Boulevard (approximately 3 miles). Make a left turn onto El Segundo Boulevard, travel east one block to Isis Street. At the comer of El Segundo Boulevard and Isis Street, make a right tum into the main gate of Los Angeles AFB. Go approximately 1/4 mile to a single building on the left (Bldg 130). The Western Regional Center is upstairs on the right.



DSMC Eastern Regional Center: Boston, MA

DIRECTIONS FROM AIRPORT TO DSMC – BOSTON

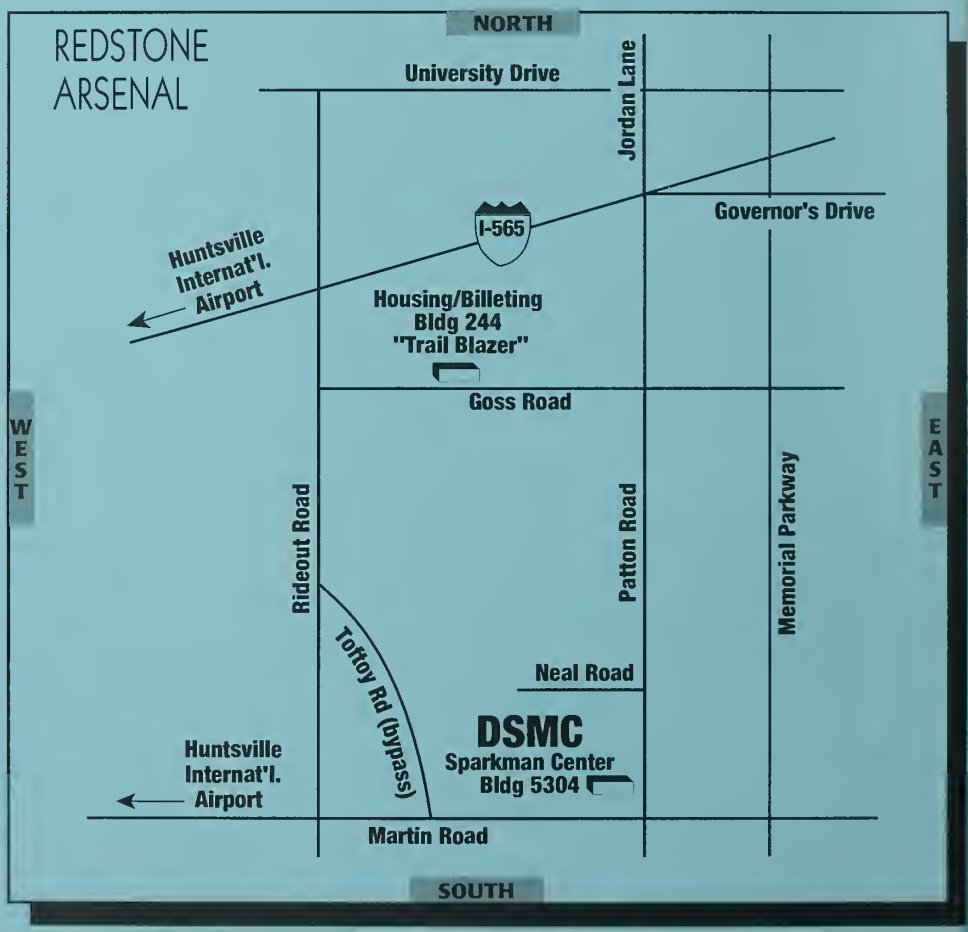
From Logan International Airport, travel north on Interstate 93, approximately 10 miles to Interstate 95. Take I95 south approximately 10 miles to exit 31B, the Bedford exit (also known as Route 4 and Route 225). Take a right just before the first stop light. That will allow you to turn left on Hartwell Avenue, which leads onto Hanscom AFB. (See map for further details.)



DSMC Southern Regional Center: Redstone Arsenal, AL

DIRECTIONS FROM HUNTSVILLE INTERNATIONAL AIRPORT TO DSMC – Redstone

Go east on Interstate 565 towards Huntsville. Exit at Rideout Road/ Redstone Arsenal.



Graduate-level Credit

Graduate-level credit for successful completion of our former 20-week Program Management Course can be applied to specific degree programs at the universities listed below. The new 14-week Advanced Program Management Course is pending evaluation for graduate-level credit.

Institution	Number of Credits
The Catholic University	9 semester hours
Department of Civil Engineering	
Master in Engineering Management	
The George Washington University	9 semester hours
Department of Engineering Management	
Master of Engineering Management	
Master of Science in Information Management	
University of Maryland University College	6 semester hours
Master of Science in Engineering Management	
Strayer College	13.5 quarter hours
Master of Science in Business Administration	
George Mason University	9 semester hours
Master of Arts in Interdisciplinary Studies	
Webster University	9 term hours
Master of Management	
Master of Procurement and Acquisition Management	

Institution	Number of Credits
University of Southern California	8 semester hours
School of Public Administration	
Washington Public Affairs Center	
Master of Public Administration in Program Management	
Doctor of Public Administration	
Florida Institute of Technology	12 quarter hours
Florida Institute of Technology Center	
Master of Science in Contract and Acquisition Management	
Master of Business Administration	
Master of Science in Management	
Master of Science in Systems Management	
Master of Science in Material Acquisition Management	
Marymount University	9 semester hours
Master of Business Administration	
Central Michigan University	9 semester hours
Merrifield Center	
Master of Science in Administration	
Capitol College	9 semester hours
Graduate School of Systems Management	
Master of Science in Systems Management	

Course Descriptions

Advanced International Management Workshop

[PMT 304] Assignment-specific Course

Structured as an intensive 1-week workshop in international negotiation and international acquisition management issues, attendees will analyze, synthesize, and apply their knowledge of international acquisition in a simulated international negotiation of a cooperative defense agreement (normally called a Memorandum of Understanding or Agreement). Specific topics will include cultural sensitivity, international negotiation, preparation for negotiations, authority to develop and conclude an agreement, DoD policies and experiences, ethical considerations, and acquisition management issues. The role of the Congress and the Department of Commerce as well as Service approaches will be explored.

COURSE ELIGIBILITY

The workshop is open to mid-level military officers, O-4 and above, DoD civilians GS-13 and above, and industry equivalents. Due to security restrictions, under most circumstances allied students are ineligible to attend. This is an advanced-level workshop, and attendees should have a basic understanding of U.S. domestic and international defense acquisition. As structured, the workshop targets those currently in, or entering, positions of responsibility in international, or potentially international programs, ranging from simple Data Exchange Agreements to complex cooperative development, production, and support programs.

This course is an Assignment-specific course for GS-13 and above and military O-4 and above, serving in or entering positions identified as requiring international acquisition qualification training at Career Level III.

Opposite page: Lt Col James L. Craig, Jr., USAF, Chair, Software Management Department, shares software management strategies with Mr. Paul Shebalin and Ms. Linda Lipscomb.

Advanced Production and Quality Management Course

[PQM 301] Mandatory Course

Our 2-week Advanced Production and Quality Management Course (APQMC) is a capstone, senior-level systems management course structured around integrated product development and concurrent engineering. The course investigates day-to-day strategic policy development and decision making issues relevant to successfully managing three core technical tasks in DoD acquisition – systems and process development, manufacturing, and product quality verification. It also stresses strategic planning, the logical thinking process, and the skills required to identify and work through policy, regulatory, technical, or physical constraints to management effectiveness. The APQMC promotes a balance between technical management activities, organizational integration, and applied knowledge and leadership skills.

The entire course centers on "quality" in its broadest connotation. Students begin by deriving suitable operational definitions and measures. Significant portions of the course concentrate on the principal themes of its title – manufacturing and quality assurance – with special attention to specific lessons learned and state-of-the-art tools and techniques. Other major supplementary topics are: acquisition policy review, contract management and administration, contractor finance, ethics, and professionalism. Prominent guest lecturers and panel members from government and industry present timely examples or conduct open panel discussions appropriate to the course objective and emphasis. Analytical discussions of "real life" case studies complete the course.

COURSE ELIGIBILITY

This course has been designed for DoD personnel who have completed PQM 101, Production and Quality Management Fundamentals Course; and PQM 201, Intermediate Production and Quality Management Course.

This is a Mandatory course for Level III certification in the Manufacturing, Production, and Quality Assurance career field (DoD 5000.52-M/DAU Catalog).

Advanced Program Management Course

[PMT 302] Mandatory Course

Providing a comprehensive examination of the integrated process used in systems acquisition management, the 14-week Advanced Program Management Course (APMC) curriculum is based on a set of acquisition management competencies established by the Acquisition Management Functional Board for Level III certification in the Program Management Career Field. The course curriculum presumes the knowledge baseline of the Intermediate Systems Acquisition Course (ISAC). Primary objectives of the course follow:

- Demonstrate, from the program management perspective, the integration of functional disciplines into the dynamic processes used to manage systems;
- Provide a learning environment for students that encourages student inquiry and responds to their individual needs as much as possible;
- Provide a curriculum that makes it possible for the student to develop the abilities to enhance their performance in future acquisition-related positions; and
- Provide a curriculum that meets the requirements (competencies) established by the Acquisition Management Functional Board and that also has the flexibility to continuously reflect the changing defense acquisition environment.

The primary learning methodology is faculty-assisted, but student-led, small group cases and exercises. Substantial feedback by faculty members on the results of student activities is also a key part of the course learning process. Through these cases and exercises, the dynamic interaction among the acquisition functional disciplines is explored in detail. Also, the importance of developing and managing effective integrated acquisition management teams is emphasized. To further emphasize the importance and complexity of this dynamic integration, students are organized and expected to function during the cases and exercises as integrated product/process teams. The cases and exercises are student-centered; and the topic areas in some lessons can, within time and curriculum constraints, be determined by the students.

Subject areas include the functional disciplines and competencies; defense acquisition policy, with particular emphasis on the three decision making support systems; contractor finance; cost/schedule management; contract management; funds management; logistics support management; managerial development; manufacturing management; principles of program management; software management; systems engineering management; and test and evaluation.

The College uses a variety of programs to enrich the DSMC learning experience.

- Interdisciplinary exercises are used during the course to enhance the integration of the functional area disciplines. These exercises provide an experiential learning process and challenge students to apply and integrate functional knowledge while using quality tools and integrated process and team concepts.
- The individual learning program is designed for students to tailor individual learning

needs as part of their continuing self-assessment. Students develop an individual learning plan designed to acquire certain skills and knowledge in elective classes and/or self-study, using resources like the DSMC Acker Library, the DSMC Learning Resource Center, faculty, other students, and local experts and organizations.

- ✦ Through the College's Capitol Hill Program, students learn how congressional activities impact acquisition management; study the operations of Congress; receive briefings on current congressional activities and issues; and take a 1-day field trip to Capitol Hill.

COURSE ELIGIBILITY

The College designed the APMC for military and civilian acquisition workforce members in the military rank of O-4/O-5, or civilian GS grade of 13/14 who are Acquisition Corps-qualified and have successfully completed ACQ 101 and ACQ 201 or equivalent. A Secret security clearance is required.

This is a Mandatory course for Level III certification in the Program Management Career Field (DoD 5000.52-M).

Advanced Software Acquisition Management Course

[SAM 301] Assignment-specific Course

As designed, the Advanced Software Acquisition Management Course (ASAMC) is a 14-day, senior-level, decision-oriented course focusing on management activities and key processes used to acquire software-intensive systems for DoD. The ASAMC covers software-intensive systems from the weapon system; Command, Control, Communications, Computers and Intelligence (C4I); and automated information system (AIS) domains. The course uses lectures, guest speakers from government and industry, individual and team exercises, group discussions, and case studies to highlight process-oriented issues at the higher levels of management. Students work both individually and in teams and complete exercises and case studies to develop the competencies necessary to effectively carry out the job of program manager, deputy program manager, or similar top-management-level software acquisition management positions.

The ASAMC starts with an initial student assessment and subsequent assignment of students to teams. The "teaming" concept provides each team member with a broad base for collaborative learning. Case studies require students to review case material and, both individually and collectively, address key software acquisition management issues. Students are frequently assessed during the course and provided opportunities for remedial training on identified weaknesses.

After completing the ASAMC, the student will have demonstrated a level of knowledge and ability commensurate with the competence required of a Level III software acquisition manager. Also, the student will

have performed, through the case studies, a wide range of management tasks required during the acquisition of a software-intensive weapon system, AIS, and C4I system. The course-long student assessment provided by the short exercises and individual case study and group exercise results will be wrapped up by a final student assessment. At the completion of the ASAMC, each student will be provided with a specific competency appraisal and recommendations for further development.

COURSE ELIGIBILITY

The ASAMC is open to all military officers, rank O-4 and above, and DoD civilians, GS-12 and above, who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of $20 million or more, procurement programs that have total program costs of $30 million for software, programs that have sustainment costs of $1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed the Intermediate Software Acquisition Management Course (ISAMC), SAM 201, before attending this course.

This course is required for acquisition personnel serving in Level III software acquisition management positions (DoD 5000.52-M).

Advanced Systems Planning, Research, Development, and Engineering Course

[SYS 301] Mandatory Course

Designed for senior-level DoD personnel, the 2-week Advanced Systems Planning, Research, Development, and Engineering Course (ASPRDEC) uses a facilitated scenario. This allows participants to improve their competence in the technical management of the science, technology, and systems engineering processes and procedures that develop during each acquisition phase of a systems life cycle. The curriculum integrates the participants into a technical role where they interpret and analyze technical problems through evaluation and forecasting techniques for cost, schedule, performance, and risk issues. The participants will synthesize and integrate Program Management Office activities and ensure the integrity and productivity of research, development, and engineering decision making.

The common tools of systems planning research, development, and engineering are used within the framework of an interactive, progressive scenario that starts with a need and progresses through the acquisition milestones and phases. The students will employ requirements analyses, risk management, technical performance measures, trade-off analyses, configuration and data management, technical reviews, forecasting, design of experiments, work breakdown structures, and specification and statement of work tailoring to control and evaluate the evolutionary design of a target system.

COURSE ELIGIBILITY

The College designed ASPRDEC for DoD personnel with 4 years of experience in positions of increasing responsibility and complexity in Engineering or Science; and 3 years in an acquisition position, which includes 2 years in a Science or Engineering Career Field. A recommended prerequisite for attendance is DAU's SYS 201 course. Military officers of rank O-4 and above, and DoD civilians in grades GM-13 and above, are the intended audience.

This is a Mandatory course for Level III certification in the Systems Planning, Research, Development, and Engineering Career Field (DoD 5000.52-M).

Basic Software Acquisition Management Course

Correspondence Course

Individual Study Program Available Summer 1997
[SAM 101] Assignment-specific/Correspondence Course

The Basic Software Acquisition Management Course (BSAMC) is a correspondence course requiring 40–80 hours of study. The BSAMC familiarizes students with the concepts, policies, and key practices used in software acquisition management of weapon systems; Command, Control, Communications, Computer, and Intelligence systems; and automated information systems. Students will examine the standard documents used by software acquisition managers and study various life cycles of systems in which software is a key component. Terms and concepts used by software acquisition managers will be learned through a combination of individual study and contact with a learning manager. Students will receive course reference materials needed by software acquisition managers, a computer-based training package, and course examinations. The computer-based training component of the system is the primary means of guided instruction.

Upon completion of the BSAMC and the Intermediate Systems Acquisition Course (ISAC), ACQ 201, the student will be eligible for enrollment in the Intermediate Software Acquisition Management Course (ISAMC), SAM 201.

COURSE ELIGIBILITY
This course is mandatory for acquisition personnel who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of $20 million or more, procurement programs that have total program costs of $30 million for software, programs that have sustainment costs of $1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed ACQ 101 prior to attending this course.

This course is required for those serving in Level I acquisition positions whose duties include software acquisition management (DoD 5000.52M).

Business, Cost Estimating, and Financial Management Workshop

[BCF 301] Mandatory Course — FY 97

Our 9-day Business, Cost Estimating, and Financial Management Workshop (BCEFMW) will teach students how to apply BCEFM concepts, techniques, or on-the-job experience as they relate to functional interrelationships and opportunities among the disciplines of cost estimating, contract performance management, and financial management. The Workshop will provide training for individuals in business/financial management or program control.

COURSE ELIGIBILITY
The BCEFMW is designed for Level III acquisition professionals. Prerequisites for the workshop include completion of either Intermediate Systems Acquisition Management (ACQ 201) or a combination of Fundamentals of Cost Analysis (BCE 101), Systems Acquisition Funds Management (BFM 201) and Contract Performance Management Fundamentals (BFM 102).

This is a Mandatory course for Level III certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Contract Performance Management Fundamentals Course

[BFM 102] Mandatory and Assignment-specific Course

Contract Performance Management (CPM) is the application of selected management practices, emphasizing objective measurement of work accomplishment (i.e., "earned value") for evaluating progress toward delivery of an agreed-to product or service. The 8-day Contract Performance Management Fundamentals Course (CPMFC) introduces the student to the tasks associated with earned value management. This competency-based, process-oriented course uses a variety of instructional techniques to introduce students to the discipline, and then builds on the basic knowledge through exercises and case studies. The course prepares students for participation in government Program Management Office activities by developing the CPM-unique knowledge, skills, and task performance abilities for application in the workplace. The course specifically addresses DoD requirements such as Cost/Schedule Control Systems Criteria (C/SCSC) and Cost/Schedule Status Report (C/SSR).

COURSE ELIGIBILITY

The CPMFC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned value management.

This course may be selected as one of the Mandatory courses for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Contract Performance Management Fundamentals Course — Individual Self-paced

Correspondence Course

[BFM 102] Mandatory and Assignment-specific Course

The correspondence version of the Contract Performance Management Fundamentals Course (CPMFC) introduces the student to DoD contractor performance management requirements. The course addresses the key concept of "earned value management"; the use, implementation, and surveillance process of the Cost/Schedule Control Systems Criteria (C/SCSC); and the building and maintenance of a performance measurement baseline and data analysis techniques useful for Contract Performance Management practitioners and program managers.

The correspondence course includes extensive use of CD-ROM multimedia instructional materials and practical workbook exercises. Students assess sample instruments used to evaluate contractor Management Control Systems for compliance to the C/SCSC and do actual analysis of performance data to measure trends.

COURSE ELIGIBILITY

The correspondence version of CPMFC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned value management. Persons in equivalent positions throughout the defense industry are encouraged to attend.

This course will require approximately 35–80 hours for completion. However, the DSMC does allow 1 year to successfully complete all course requirements.

If you are taking this course to fulfill the requirements of DoD 5000.52-M, contact your Service or DoD POC listed on pp. 34–35 for application procedures. Individuals not enrolling in the course to meet mandatory requirements should call (703) 805–2146/2850 or DSN 655–2146/2850 for application information.

This course may be selected as one of the Mandatory courses for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Contractor Finance for Acquisition Managers Course

[BFM 204] Mandatory Course

Designed for government personnel who deal directly with contractors or contractor information/data, the 1-week Contractor Finance for Acquisition Managers Course (CFAMC) provides students with a better understanding of their contractors. Contractor management is obligated to provide a fair return on stockholders' investments in the company. Their financial motivations influence virtually all of the management systems they use and management decisions they make; however, they must comply with a large amount of legislation and regulation, which provides significant constraints to how they operate. According to a government finding, "A lack of understanding of corporate financial health and motivation is a significant contributor to major problems on some programs, leading up to and including program cancellation." Eliminating this "lack of understanding" is the reason CFAMC is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field. The course curriculum includes:

- a discussion of the interrelationships among the contractors' costing procedures, and their financial and managerial accounting systems;
- an analysis of cost principles and indirect cost management in DoD contracts, including how overhead rates are calculated and used;
- the contractor's perspective on planning and control in business management; and
- a discussion of the environment in which industry prepares and government personnel evaluate cost proposals.

The College structured this course to achieve a balanced presentation of financial and costing issues affecting the day-to-day working relationship between government and industry.

Students learn to recognize financial management issues, while learning the vocabulary and concepts necessary to understand and discuss these issues with the government contractor community. This increases the likelihood that attendees can identify financial problems before these problems adversely impact a program.

Course content includes most of the elements found in courses similar to the "Finance for Non-Financial Managers Course," sponsored by the American Management Association. Courses such as these are intended to attract students from general commercial industries. In contrast, CFAMC concentrates on the government contracting industry and includes the special financial regulations the government requires in the Federal Acquisition Regulation and the Cost Accounting Standards. This makes it uniquely applicable to general and functional managers in all government organizations with an interest in the systems acquisition process.

COURSE ELIGIBILITY

Attendance is open to DoD personnel involved in establishing acquisition requirements and managing defense acquisition efforts. Anyone involved in the systems acquisition process who interfaces with contractors or deals with contractor financial data (program office personnel, Defense Contract Management Command personnel, auditors, source selection teams, and acquisition headquarters personnel) will gain substantial benefit from course attendance. Military officers and DoD civilians, GS-9 and above, are eligible to attend.

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Defense Acquisition Executive Overview Workshop

[DSMC-5] Continuing Education Course

Designed for high-ranking DoD personnel, this 2-day workshop offers an executive-level understanding of the defense systems acquisition process. That need may be across the entire spectrum of the process or only in one or two areas. Typically, the need arises when an individual is about to take on a new command or new assignment.

In a departure from its normal practice of scheduling classes in advance, the College offers this workshop on an "on demand" basis; i.e., when a potential registrant contacts the DSMC course director to request attendance, together the two negotiate mutually acceptable dates for the workshop. The course director will then meet with the potential registrant, and together they will tailor the workshop to ensure that only those topics of specific interest to the potential registrant are addressed.

The pilot for this workshop was conducted for a DoD political appointee in March 1995. In the first 9 months of FY 96, 6 workshops were conducted in response to requests from general/flag officers.

COURSE ELIGIBILITY

This workshop is available to all DoD general/flag officers, political appointees, and senior executive service civilian employees. Membership in an Acquisition Corps career program is not required.

Executive Management Course

[DSMC-30] Continuing Education Course

Designed for individuals who are not graduates of the DSMC Program Management Course or Advanced Program Management Course, this 3-week course serves senior managers who interface with, or otherwise need to understand the defense acquisition system. The course explores how participants can better support, guide, and oversee acquisition programs through case studies, examples, and discussions among DSMC faculty, guest speakers from the DoD community, and the course participants.

COURSE ELIGIBILITY

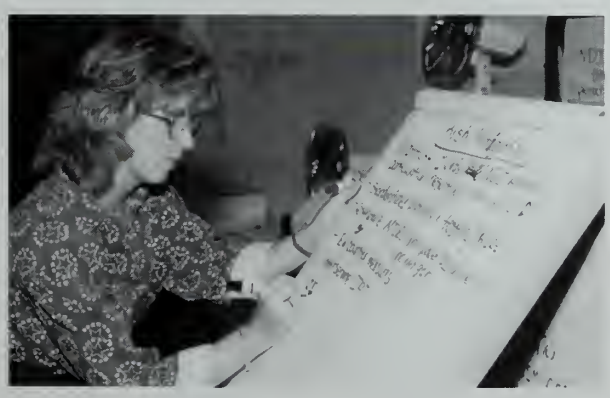
This course is open to military officers and civilians, O-6/GM-15, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all participants.

Executive Program Managers Course

[PMT 303] Assignment-specific Course

The 4-week Executive Program Managers Course (EPMC) builds on the general program management competencies acquired during previous attendance at the Program Management Course (PMC) or Advanced Program Management Course (APMC). Also building on subsequent on-the-job experience, EPMC provides the selected participants an opportunity to enhance their skills through this concentrated 4-week period preceded by approximately 60 days of advance, part-time work wherein they assess the status of their assigned programs; personal strengths and weaknesses in relation to problems, issues, and concerns of their programs; and impacts that may result from recent policy changes in system acquisition.

The course begins with a 2-day orientation workshop, focusing on an "Assess-Plan-Do" process for conducting continuous program assessment and learning. The College conducts the workshop 60 days prior to the 4-week, on-campus phase, resulting in a plan for assessing each participant's program and a draft learning plan. Program assessments enable new Program Executive Officers (PEO) and Acquisition Category I and II (ACAT I and II) Program Managers/ Deputy Program Managers (PM/DPM) to determine and prioritize their learning efforts based on their program's phase, critical activities, or immediate issues. The PM\DPM should meet with his/her future PEO for guidance on areas of specific interest. Additionally, the College encourages visits to matrix organizations, Defense Plant Representatives Offices, laboratories, contractors, Service, and Office of the Secretary of Defense (OSD) officials.



The outcome of this activity will be a personally tailored learning plan or contract that is based on identified program issues and related program management competency needs. The learning plan provides a "roadmap" that allows students to focus their energy and maximize their time during the learning day. In preparation for the 4-week period, the College assigns each participant a senior DSMC faculty member as their Learning Team Manager (LTM). The LTM supports the participant's program assessment and learning needs during the initial assessment phase, the 4 weeks on campus, and after the course.

The course emphasizes an iterative Assess-Plan-Do process for program management and stresses the value of a team approach. During the 4 weeks at DSMC, the participant joins other prospective PEOs, PMs, and DPMs in a learning environment designed to accommodate individual learning styles while promoting group learning from peers. Participants present their program assessments to their LTM and peers. The learning dialogue supports advanced learning in the process of program assessment and facilitates each participant's opportunity to discover additional learning needs. Core workshops provide the latest policies and practices in areas considered critical for all future PEOs/PMs/DPMs.

The majority of the time in Weeks 2, 3, and 4 is reserved for learner-scheduled activities and continued program assessment. This time will enable participants to internalize the lessons learned from Week 1 activities, and actively pursue a deeper understanding of their program(s) and program problems/issues. Participants may have members of their program office or PEO staff join in special training sessions. Distinguished guests/panels are invited to participate in dialogue sessions relating contemporary hot topics and lessons learned. In addition, participants have the opportunity to individually meet with and discuss areas

of interest with the principal decision makers in their Services and OSD. At the end of the 4 weeks, learners brief the results of their program assessments and plan for future actions. These briefs and all the previous learning activities will support the participant's ability to quickly and effectively interact with all the major stakeholders.

Although the College places responsibility for personal learning squarely on the new PEO/PM/DPM, the LTM guides and supports the learner's efforts in completing as much of the learning plan as possible, including modifications to match emerging needs. Additionally, other DSMC faculty support these learning needs by facilitating group and individual learning activities. Included in the faculty teams will be Service experts who help pursue answers to Service-unique process questions.

As a natural extension of the EPMC, participants may continue the relationship with the DSMC LTM/faculty through the Executive Continuous Education for Leaders (EXCEL) Program. The EXCEL program continues to promote the Assess-Plan-Do process by supporting the participant's program and associated individual learning requirement throughout each participant's tenure.

COURSE ELIGIBILITY

The College designed EPMC specifically to meet the learning and performance needs of PEOs and ACAT I and II PMs/DPMs. Allied and industry students are eligible to attend on a space-available basis. Successful completion of PMC or APMC is also a prerequisite.

This course is required for personnel selected as a PEO, PM, or DPM in an ACAT I or II program.

Executive Refresher Course

[DSMC-2] Continuing Education Course

While certain program management principles and functions are revisited, this executive-level course focuses upon change and paradigm reconstruction to provide participants with current information and knowledge on evolving acquisition policies and lessons learned. The leadership role required for effective acquisition management in a changing world is examined. The 2-week Executive Refresher Course (ERC) directs attention to DoD initiatives where implementation has a profound effect upon the acquisition environment, and promotes an understanding of the perspectives of acquisition leaders from the legislative and executive branches, and defense industry. Guest speakers lead discussions on hot topics such as reform initiatives, resource allocation, performance specifications, the industrial base, earned value, cost as an independent variable, integrated process and product development, and integrated product teams. Class discussions promote government and industry partnering as a vehicle to encourage those management practices that reduce costs while promoting sound acquisition management.

COURSE ELIGIBILITY

The ERC is open only to graduates of the Program Management Course (PMC) and Advanced Program Management Course (APMC) who are or have been selected for grades O-6 or GS-15. Higher ranking military or civilians will be considered. Non-PMC/APMC graduates who meet the rank/grade requirement should attend the Executive Management Course (EMC) or the Intermediate Systems Acquisition Course (ISAC). A Secret security clearance is required.

Executive Test and Evaluation Management Course

[TST 301] Mandatory Course

Structured around the test and evaluation (T&E) process, the 1-week Executive Test and Evaluation Management Course (ETEMC) is a capstone, senior manager course designed for engineers, T&E staff, and project organization personnel who generally have 4 or more years of T&E experience at a test organization, laboratory, or program office. As a result, the course focuses on policy and management issues in addition to the technical aspects of T&E.

The TST 301 course engages the students in problem-solving situations to generate an ability to use ideas, concepts, principles, and theories relative to T&E planning, conduct, and management. The student will be required to apply knowledge through participation in several mini-cases and exercises that address current issues in T&E. As a result of this course, the student should have an enhanced capability to manage new and unique T&E projects through application of knowledge gained about DoD T&E policies, procedures, and concepts.

COURSE ELIGIBILITY

The course is open to acquisition workforce professionals (DoD civilians GS-13 and above and military O-4 and above) seeking Level III T&E certification. Prior acquisition and T&E experience as well as completion of ACQ 201 are prerequisites. Students should already meet all requirements for Level II T&E certification. The College encourages nongovernment persons in equivalent positions throughout the defense industry community to attend.

This is a Mandatory course for Level III certification in the T&E Career Field (DoD 5000.52-M).

Fundamentals of Systems Acquisition Management Course

[ACQ 101] Mandatory Course

Providing a broad overview of the basics of defense systems acquisition management, the 9-day Fundamentals of Systems Acquisition Management Course (FSAMC) introduces students to the wide range of managerial functions and technical disciplines involved in defense systems acquisition, including funds management, contracting, logistics, systems engineering, software, test and evaluation, and manufacturing. Students learn the basic policies, procedures, acronyms, terms, and documentation associated with the acquisition process. Through lecture, discussion, exercises, and case studies, students study the entire life cycle of a weapon system, from inception through development, production, and disposal.

COURSE ELIGIBILITY

The FSAMC is open to military officers, DoD civilians GS-5 and above, and industry equivalents.

This is a Mandatory course for Level I certification in most career fields (DoD 5000.52-M).

Intermediate Acquisition Logistics Course

[LOG 201] Mandatory Course

Designed for acquisition logistics managers, integrated logistics support managers, and the supervisors of acquisition logisticians, the College's 3-week Intermediate Acquisition Logistics Course (IALC) provides an analysis of logistics activities in the materiel acquisition process and its connection to the systems engineering process. Presentations cover acquisition logistics-related subjects such as the elements of logistics; life cycle costing; reliability; availability; maintainability; materiel and the nondevelopmental item acquisition processes; logistics-relevant tests and evaluations; and technical information management. Guest lecturers from government and industry discuss real-world examples of developing and executing support for DoD programs and policies. A wide range of experience-based case studies offer the student an opportunity to address weapons-system logistics problems; apply ethical principles; devise theoretical and pragmatic solutions; and understand the dynamics involved in the development of a sound logistics acquisition strategy.

COURSE ELIGIBILITY

The course is open to acquisition workforce professionals, DoD civilians, GS-9 through GS-12, and military officers, rank O-3 and above, who possess acquisition logistics experience or have been assigned to acquisition logistics positions. Successful completion of LOG 101 and ACQ 201 are prerequisites.

This course may be selected as one of the Mandatory courses for Level II certification in the Acquisition Logistics Management Career Field (DoD 5000.52-M).

Intermediate Contract Performance Management Course

[BFM 203] Mandatory and Assignment-specific Course

The 2-week Intermediate Contract Performance Management Course (ICPMC) is an applications-based course on the use of Earned Value Management (EVM) in the Defense Systems Acquisition Management process. As structured, the course integrates EVM activities with other acquisition functional disciplines to provide students a system-level view. The ICPMC allows students to apply EVM concepts in a simulated Program Management Office environment. Using earned value concepts and related tools such as the Cost/Schedule Control Systems Criteria, the students perform typical program-related tasks. The students' tasks cover all phases of a contract from Request for Proposal development through ongoing program evaluation to prepare them for future job assignments.

COURSE ELIGIBILITY

The ICPMC is open to military officers and DoD civilians, GS-9 and above, working in or selected for, positions requiring knowledge or use of earned-value management techniques. Prerequisites for the course include completion of the Fundamentals of Systems Acquisition Management Course (FSAMC), Contract Performance Management Fundamentals Course (CPMFC), and the Intermediate Systems Acquisition Course (ISAC).

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Intermediate Software Acquisition Management Course

[SAM 201] Assignment-specific Course

Designed for Level II acquisition professionals who fill or are slated to fill software acquisition manager positions, the Intermediate Software Acquisition Management Course (ISAMC) is a 14-day, mid-level, process-oriented course. Structured around the software acquisition management activities that typically occur during the DoD systems acquisition, the ISAMC combines weapon system and automated information system case studies with supporting lectures and group discussions.

Students are divided into teams and, individually and as a group, complete exercises and case studies to develop the competencies necessary to effectively carry out the job of software acquisition manager. The ISAMC starts with an initial student assessment and a subsequent assignment of students to teams in order to provide each team with a broad base for collaborative learning.

A structured format of morning lecture, discussion, and short exercises prepares the students to deal with afternoon case studies. The afternoon case studies require students to review case material and individually answer associated questions. Case learning points are further emphasized through group discussions and exercises using the situations presented in the case material. As a final portion of the case study, student teams present and justify recommendations. The written results of the students' exercises, individual case study answers, and the output of team exercises are incorporated into individual portfolios that document each student's progress throughout the course.

As a result of completing the ISAMC, the student will have demonstrated a level of knowledge and ability commensurate with the competence required of a Level II software acquisition manager. The student will have performed, through the case studies, a wide range of tasks required during the acquisition of a software-intensive weapon system; automated information system; or Command, Control, Communications, Computer and Intelligence (C4I) system.

The student will leave the ISAMC with a portfolio of sample analyses, plans, recommendations, and other intermediate software acquisition management products expected of a Level II acquisition professional. The course-long student assessment provided by the exercise, and case study results will be wrapped up by a final student assessment. At the completion of the ISAMC, each student will be provided with a specific competency appraisal and recommendations for further development.

COURSE ELIGIBILITY

The ISAMC is mandatory for acquisition personnel who are serving in civilian grades 9 through 12 and military ranks O-3 through O-5 and who are routinely given duties managing software development and/or acquiring software and who work in development programs that have total program costs for software of $20 million or more, procurement programs that have total program costs of $30 million for software, programs that have sustainment costs of $1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should have successfully completed the Basic Software Acquisition Management Course (BSAMC), SAM 101, and Intermediate Systems Acquisition Course (ISAC), ACQ 201, prior to attending this course.

This course is required for those serving in Level II acquisition positions whose duties include software acquisition management.

Intermediate Systems Acquisition Course

[ACQ 201] Mandatory Course

The 4-week Intermediate Systems Acquisition Course (ISAC) examines the DoD system acquisition management, technical, and business processes with activities that unite them. Students gain familiarity with the issues, terminology, and roles and functions of the primary acquisition players. As structured, ISAC is designed for intermediate-level system acquisition managers and specialists.

The course has four components:

- Acquisition Policy and Integration: Encompass DoD life cycle management policy, principles of management, and managerial development.
- Technical: Covers systems engineering, logistics, test and evaluation, software and manufacturing management.
- Business: Addresses contract and contractor financial management, cost/schedule control, and government funds management.
- An Integrative Case links the three areas.

COURSE ELIGIBILITY

The ISAC is for Career Level II military officers, rank O-3 and above, DoD civilians GS-09 and above, and industry equivalents. Experienced functional acquisition professionals acquire interdisciplinary exposure outside their functional expertise. Successful completion of ACQ 101 is mandatory prior to attending ACQ 201.

EQUIVALENCY EXAMINATION

Equivalency examinations for ISAC will be offered by DSMC in FY 97. Applicants for the equivalency exam must satisfy all DoD 5000.52-M Level II requirements for their career field excluding the ACQ 201 training. Contact your local training office or Service Director of the Acquisition Career Management Office for ISAC equivalency examination dates, locations, and application information.

This is a Mandatory course for Level II certification in most acquisition career fields (DoD 5000.52-M).

Intermediate Systems Planning, Research, Development, and Engineering Course

[SYS 201] Mandatory Course

Systems Engineering Management is the fundamental, mandatory, and world-class discipline for the efficient management of every DoD acquisition program requiring new development or system modifications. The 2-week Intermediate Systems Planning, Research, Development, and Engineering Course (ISPRDEC) individually presents systems engineering techniques and builds to an integrated understanding of the DoD acquisition life cycle as well as the following areas:

- Systems Engineering Process
- Integrated Product and Process Development
- Technical Design Reviews
- Technical Performance Measurements
- Commercial and Military Specifications
- Program Analysis and Control Tools
- Risk Identification and Management
- Life Cycle Cost and Planning Considerations
- Computer-aided Acquisition Tools

Integrated practical exercises extensively reinforce comprehension and application of systems engineering techniques.

COURSE ELIGIBILITY

The course is for DoD personnel with 2 years of science or engineering experience that includes 1 year in an acquisition position. Successful completion of ACQ 101 and ACQ 201 and a bachelor's degree in engineering, physics, chemistry, or mathematics are mandatory for Level II certification. As structured, the course is intended for military personnel, O-3 through O-5, and DoD civilians, GS-9 through GS-13.

This is the final Mandatory Level II certification course in the Systems Planning, Research, Development, and Engineering Career Field (DoD 5000.52-M).

Intermediate Test and Evaluation Course

[TST 202] Mandatory Course

Providing a thorough understanding of the concepts of Test and Evaluation (T&E), the 9-day Intermediate Test and Evaluation Course (ITEC) promotes understanding of current policy, practice, and procedures applicable to successfully executing the T&E process. Course topics include requirements analysis, test planning, design, conduct, instrumentation, analysis/evaluation, and reporting. Special topics include software T&E, environmental issues, modeling and simulation, and program security. Students will complete defense system, experience-based case studies involving T&E situations and devise theoretical and pragmatic solutions; and apply knowledge as team members in an integrative exercise that develops a T&E plan for a major weapons system.

COURSE ELIGIBILITY

The course is open to military officers and DoD civilians, GS-9 and above, who meet Level I certification requirements, with 2 years of technical experience, including 1 year in T&E. Completion of ACQ 201 is a required prerequisite.

This is a Mandatory course for certification in Level II of the T&E Career Field. (DoD 5000.52-M)

International Security and Technology Transfer/ Control Course

[PMT 203] Assignment-specific Course

As a comprehensive review of security and technology transfer/control, the 1-week International Security and Technology Transfer/Control Course (ISTT/CC) examines policies, procedures, and processes governing the international transfer and control, export licensing, and import licensing of technology, hardware, software, data exchange, engineering liaison, and training.

The ISTT/CC is designed for the acquisition professional, defense and Service headquarters staff, and Defense Cooperation personnel and attachés associated with any aspect of international acquisition.

The course has five components:

- Acquisition Documentation
  - –Cooperative Opportunities Document Program
  - –Protection Plan
- Security and Data Transfer
  - –Technology Assessment/Control Plan
  - –Technology Transfer Control Plan
- Export/Import Licensing
- Contractor Operations
  - –Foreign Ownership, Control, and Influence
- Laws, Policies, and Procedures
  - –Arms Export Control Act
  - –National Disclosure Policy
  - –Executive Orders

COURSE ELIGIBILITY

The ISTT/CC is assignment-specific training for military officers in rank O-3 and above, DoD civilians GS-11 and above, and acquisition professionals who may require international acquisition training. The course is also appropriate for personnel assigned to foreign liaison offices, or who represent the DoD in dealings with other nations or international agencies. However, due to security restrictions, under most circumstances allied students may not attend. A Secret security clearance is required.

The is an Assignment-specific course for personnel who participate in an international defense acquisition program in other than a managerial capacity.

Introduction to Acquisition Workforce Test and Evaluation Course

[TST 101] Mandatory Course

As a 1-week, entry-level course, the Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC) emphasizes the basic T&E management and engineering principles, policies, and practices used by the DoD. The course introduces common tools used in T&E: detailed test and evaluation plan, Test and Evaluation Master Plan, test and evaluation reports, and test integration/planning working groups. The many types of tests covered include developmental testing, operational testing, live-fire testing, qualification testing, and production acceptance testing. Lectures, case studies, and exercises are used to examine the roles of government and industry organizations in T&E management.

COURSE ELIGIBILITY

The course is open to acquisition workforce professionals, DoD civilians GS-5 through GS-9, and military officers. At least 1 year of prior acquisition experience and completion of ACQ 101 are prerequisites.

This is a Mandatory course for Level I certification in the T&E Career Field (DoD 5000.52-M).

Multinational Program Management Course

[PMT 202] Assignment-specific Course

Designed to help prospective students develop an understanding of the competencies necessary to participate effectively in an international defense acquisition program, the 1-week Multinational Program Management Course (MPMC) emphasizes the U.S. policy of encouraging armaments cooperation and enhancing rationalization, standardization, and interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support will be explored.

COURSE ELIGIBILITY

This course is assignment-specific training for military officers, O-3 and above, and DoD civilians, GS-11 and above, who hold or have been selected for, the following types of positions impacting international defense acquisition programs:

- Program Managers and Program Management Staff
- Key Personnel at Government Laboratories and Centers
- Defense and Service Headquarters Staff Personnel
- Office of Defense Cooperation Personnel and Attachés

This is an Assignment-specific course for personnel who participate in international defense acquisition programs.

INTERNATIONAL DEFENSE EDUCATIONAL ARRANGEMENT (IDEA) SEMINAR

The DSMC has an arrangement called IDEA with equivalent educational institutions in France, Germany, and the United Kingdom. Once a year, the College conducts a seminar on international acquisition to accommodate U.S. acquisition personnel assigned to Europe and in concert with members of IDEA. This seminar is also well attended by European personnel. Attendees receive equivalent credit to the MPMC.

Overhead Management of Defense Contracts Course

[CON 232] Assignment-specific Course

Covering both introductory and advanced overhead management concepts, the 2-week Overhead Management of Defense Contracts Course (OMDCC) provides a sequence of instructions that is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel. The course emphasizes the overhead process, rate development, final rate determination, pricing applications, cost accounting standards, cost principles, cost monitoring, contract administration, and ethical principles. The use of "Decisions" (Armed Services Board of Contract Appeals, Court of Claims, and others), is an important part of this course; the complex accounting issues make coverage of these cases beyond the scope of those integrated into applicable cost accounting standards, cost principles, and in a few cases, generally accepted accounting principles.

COURSE ELIGIBILITY

The College recommends OMDCC for personnel assigned or selected for program projects in which contractor overhead management situations are present and are important elements of costs. Completion of all Level I courses is recommended. Course work or background in cost accounting is desired.

This is an Assignment-specific course for personnel assigned to program projects in which contractor overhead situations are present.

Program Managers Survival Course

[PMT 305] Assignment-specific Course

The 2-week Program Managers Survival Course (PMSC) builds on the general program management competencies acquired during previous attendance at the Program Management Course or Advanced Program Management Course, and subsequent on-the-job experience. As designed, PMSC provides participants with an opportunity to assess their program and personal skills, update their knowledge, and examine lessons learned from other recent programs. A principal focus of the PMSC is use of the survival skills necessary to effectively manage a DoD acquisition program.

Each participant will complete a self-assessment 30 days prior to the course. Areas of concentration are: the status of their assigned programs; personal strengths and weaknesses in relation to problems, issues and concerns of their programs; and impacts that may result from recent policy changes in system acquisition. The assessment process will result in a draft learning plan that can be used to structure the course for maximum benefit to each participant. Each Program Manager/Deputy Program Manager (PM/DPM) should meet with their future PM or Program Executive Officer for guidance on areas of specific interest.

Additionally, students are encouraged to visit the offices of matrix organizations, Defense Program Representatives, labs, contractors, and officials of the Service and Office of the Secretary of Defense. The outcome of this activity will be a personally tailored learning plan or contract that is based on current program issues and related program management competency needs. The learning plan provides a "roadmap" that allows students to focus their energy and maximize their time each day.

The course emphasizes an iterative "Assess-Plan-Do" process for program management and stresses the value of a team approach. During the 2 weeks at DSMC, the participant joins other prospective PMs and DPMs in a learning environment designed to accommodate individual learning styles while promoting group learning from peers. Core workshops will provide functional updates of policies and practices in areas considered critical for all future PMs/DPMs. Fa-

cilitated discussions will concentrate on lessons learned and how to deal with each situation as the PM. The latest management techniques and survival skills are an integral part of the discussions. The course includes two elective periods that afford the PM/DPM the opportunity to explore selected subjects in detail. A PM discussion panel is scheduled for Friday of Week 2 to explore in real-time, situations presented by current program managers.

As a natural extension of the PMSC, participants may continue the relationship with the DSMC faculty through the Executive Continuous Education for Leaders (EXCEL) Program. The EXCEL program continues to promote the "Assess-Plan-Do" process by supporting the participant's program and associated individual learning requirement throughout each participant's tenure.

COURSE ELIGIBILITY

This course is designed to update newly designated ACAT III program/product managers and their deputies on current acquisition policy, principles, and practices. It includes lessons learned from recent experiences and how to operate as a PM in the current environment. Attendees must have successfully completed either PMT 301 or PMT 302. Due to security restrictions, under most circumstances allied and industry students are ineligible to attend.

This is an Assignment-specific course for ACAT III program/project managers and their deputies.

Selected Acquisition Report Course

[BFM 209] Mandatory and Assignment-specific Course

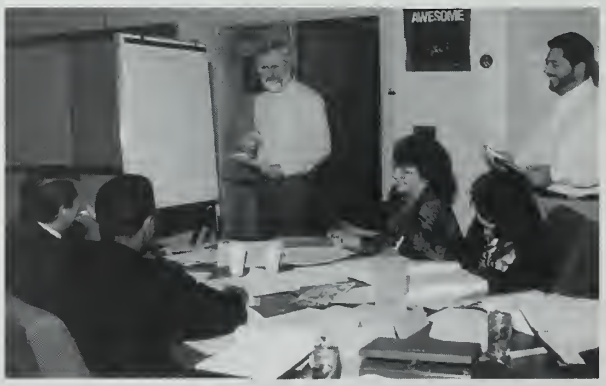
Designed to empower acquisition personnel with the knowledge to prepare, generate, and review the Selected Acquisition Report (SAR), the 1-week Selected Acquisition Report Course (SARC) fully integrates the Consolidated Acquisition Reporting System (CARS) and the automated system for Major Defense Acquisition Program reporting into the course curriculum, with in-depth, hands-on training exercises.

Lecture and discussion cover the key concepts of the SAR and each of its sections, with special concentration on the SAR cost variance analyses and categorizations, supplemented by computer-assisted case studies in a fully automated classroom.

COURSE ELIGIBILITY

This course is generally limited to acquisition personnel with no previous SAR/CARS experience, with the exception of SAR initiators with some SAR/CARS training. Civilians, under contract to support a military SAR program office, are eligible with the recommendation of the program manager. Generally, the course is open to military officers and DoD civilians, GS-7 and above. Acquisition personnel with prior SAR/CARS experience and training are referred to the SAR Review Course, BFM 210.

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).



Selected Acquisition Report Review Course

[BFM 210] Mandatory and Assignment-specific Course

The Selected Acquisition Report Review Course (SARRC) is a 3-day course designed to empower acquisition personnel with the knowledge required to prepare, generate, and review the Selected Acquisition Report (SAR). The College fully integrates the Consolidated Acquisition Reporting System (CARS) into the course curriculum, with in-depth, hands-on training exercises.

Lecture and discussion cover the key concepts of the SAR and each of its sections, with special concentration on the SAR cost variance analyses and categorizations, supplemented by computer-assisted case studies in a fully automated classroom.

COURSE ELIGIBILITY

This course is appropriate for acquisition personnel with some previous SAR/CARS experience and training. Civilians under contract to support a military SAR program office, are eligible with the recommendation of the program manager. Acquisition personnel with no previous SAR/CARS experience and SAR initiators with some SAR/CARS experience, but no formal SAR/CARS training, should take the Selected Acquisition Report Course (SARC), BFM 209.

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Systems Acquisition for Contracting Personnel Course

[PMT 341] Assignment-specific Course

Designed to provide the contracting professional with a comprehensive overview of a systems acquisition model, the 2-week Systems Acquisition for Contracting Personnel Course (SACPC) combines lectures and discussions with group activities intended to develop an integrated perspective on the full range of disciplines inherent in the life cycle management of complex systems. The course exposes students to inter-Service views on current issues in systems acquisition and engages them in a series of exercises designed to focus their attention on the complexities and disciplinary interrelationships involved in systems acquisition management. The culminating activity of the course is the development of an acquisition strategy for a major system acquisition.

COURSE ELIGIBILITY

The SACPC is mandatory for Level III major system contracting personnel, GS-1102-13 through 15, and military equivalents. This category can include contracting officers, contract specialists, contract negotiators, procurement analysts, contract administrators, and price analysts assigned through the program executive officer to a major system acquisition program, as defined in DoDD 5000.1, or who devote 50 percent of their time to a major system(s). Personnel meeting these specific criteria are primary candidates.

Contracting officers assigned to a major system acquisition program are required to complete this training within 1 year of assignment to a major system, regardless of grade level.

Systems Acquisition Funds Management Course

[BFM 201] Mandatory Course

This 1-week course explores all aspects of financial management needed for managing a DoD weapon system acquisition. It provides basic information on Cost Estimating; Budget Formulation; the Planning, Programming, and Budgeting System; Congressional Enactment; and Funds Execution.

The course profiles the total budget process from the viewpoint of the program manager and the perspective of the Office of the Secretary of Defense Comptroller staff, and compares the fiscal environment at all levels (Program Office, DoD, and the Executive and Legislative Branches).

Specific topics include cost estimating terminology; cost estimating methodologies; budget policies; Program Objective Memorandum and Budget Estimate Submission preparation; reviewing and analyzing program budgets; the authorization and appropriation process; the release and control of funds; and accountability during funds execution.

Instruction includes lectures/discussions, case studies, and student-led discussions. Guest speakers with expertise and experience augment the resident instruction.

COURSE ELIGIBILITY

The course is open to military officers, rank O-3 and above, and DoD civilians, grade GS-11 and above, who hold, or have been selected for, supervisory-level positions responsible for key decisions affecting the management of funds for a DoD weapon system acquisition program. Key members of a functional office in support of a program office as well as higher-echelon staff positions associated with defense systems acquisition will find the information presented helpful. Course prerequisites include Contractor Performance Management Fundamentals (BFM 102) and Fundamentals of Systems Acquisition Management (ACQ 101) or their equivalent.

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Systems Acquisition Funds Management Course

Correspondence Course

[BFM 201] Mandatory Course

Our correspondence version of the Systems Acquisition Funds Management Course (SAFMC) examines the total budget process fiscal cycle through all levels of the DoD, Office of Management and Budget, and the Congress. It also examines cost analysis; budget concepts; the DoD planning, programming, and budgeting system; the congressional authorization and appropriation process; and the budget execution process. Specific topics include development of program office Program Objective Memorandum and budget submissions, review and analysis of program budget at higher levels within the Federal Government, release and control of funds for the systems acquisition process, and program office accountability in budget execution.

The self-paced home study guide has six sections divided into specific budget issues. Each section includes a pre-quiz and answer segment, an objective, an introductory statement, the narrative and summary, and post-quiz and answer segment.

COURSE ELIGIBILITY

The correspondence version is open to military officers, rank O-3 and above, and DoD civilians, GS-11 and above, in defense systems acquisition. Prerequisites include Contractor Performance Management Fundamentals (BFM 102) and Fundamentals of Systems Acquisition Management (ACQ 101) or their equivalent.

If you are fulfilling the requirements of DoD 5000.52-M, contact your local training office or the Service or Defense Acquisition Career Manager listed on pp. 35–36 for application procedures. Individuals not enrolling to meet mandatory requirements should call (703) 805-3704/2146 or DSN 655-3704/2146.

This is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52M).

Systems Acquisition Management for General/Flag Officers Course

[DSMC-1] Continuing Education Course

This 1-week senior, executive-level course focuses on understanding the perspectives and positions of current key decision makers from the legislative and executive branches of government and the defense industry. The Systems Acquisition Management for General/Flag Officers Course (SAMC) concept and design includes the most recent topics that will, or may, affect the weapon systems acquisition environment. The College designed the General/Flag Officers Course for individuals who are not graduates of the DSMC Program Management Course or Advanced Program Management Course to provide a policy and executive level context relative to the acquisition program management community.

The course explores how participants can better support, guide, or oversee acquisition programs. Participants interact directly with senior leadership to benefit from their insight on current policy and acquisition initiatives. Specific discussion is directed to the most recent legislative and executive actions affecting weapon systems acquisition. In addition, the course focuses attention on current DoD policy and procedural initiatives, for which implementation is having, or will have, a profound effect upon the weapon system acquisition management environment.

Each 1-week course is uniquely tailored so that the schedule provides congressional perspectives coverage by a Member of Congress or an appropriate congressional staff member. Defense industry perspectives are shared concerning the government as a marketplace and the resultant corporate objectives, principles and strategies. Executives from the Office of the Secretary of Defense (OSD) and its implementing agencies address acquisition management policy, resource allocation policy, as well as procedures and initiatives contemplated, planned, or underway. Senior civilian and military managers from the Military Services describe insights concerning their acquisition policies. Program executive officers describe acquisition procedures implemented in keeping with the current policies.

Also, program managers relate how they are answering the challenge presented within the resources given, how resources are being used, what issues remain, and what lessons can be learned. In facilitated discussions on current issues, faculty members address government contracting procedures and resource allocation processes and their impact upon government and industry relationships. Recent sessions addressed such hot topics as DoD reorganization and consolidation; acquisition reform; downsizing; quality initiatives; industrial-base issues; environmental concerns and requirements; "earned value"; computer software acquisition; life-cycle support; and cost as an independent variable.

COURSE ELIGIBILITY

This is an optional course open to military general/flag officers and senior executive service civilians, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all participants.

Course Directors

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AIMW
MPMC Co-Director

Lt Col Dan Simek, USAF
APMC

Lt Col Russ Barbero, USAF
APQMC

Mr. Paul Shebalin
ASAMC

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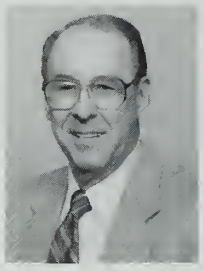
CPMFC-Correspondence
SARC/SARRC



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Mr. Michael Krause
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IAWTEC

Ms. Melissa Boord
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Dr. Jay Gould
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Mr. Don Hood
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Mr. Bill Erie
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Mr. Mike Mears
PMSC

Mr. Tom Siemsen
SACPC

Mr. Robert J. Bohls
SAFMC

Ms. Sharon Richardson
SAFMC-Correspondence

*Co-Course Director with the Information Resources Management College (IRMC)

Additional Educational Opportunities

Besides our regular course offerings, the College also sponsors additional educational opportunities. The following courses are specially designed to meet individual and organizationally unique education or issue requirements.

DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE (DSAMC)

The College designed DSAMC for defense industry program managers and mid-management level personnel from industry who desire a thorough introduction in the policies and procedures unique to the management of defense acquisition programs. Accordingly, the DSAMC objective is to provide industry students with a better understanding of the acquisition management environment of their government counterparts.

Sponsored by the American Defense Preparedness Association (ADPA), the DSAMC is taught by DSMC under the provisions of a Memorandum of Understanding between the College and the Association. A series of case studies and executive-level guest speakers from government and industry augment the lecture and discussion.

The course may be offered up to four times a year, depending on demand; course dates are advertised by ADPA. The College opens the course to a limited number of military officers in grades O-4 and above, and government civilians in grades GS-13 and above. Although the DSAMC does not satisfy any of the mandatory course requirements for DoD employees specified in DoD 5000.52-M, "Career Development Program for Acquisition Personnel," it does afford experienced DoD personnel an excellent opportunity to update their knowledge of the latest developments in defense acquisition policies, processes, and procedures.

CORRESPONDENCE OFFERINGS

The College is positioning itself to serve more customers in the future in more ways. Toward that end, we offer three individual study program courses by correspondence: Basic Software Acquisition Management Course (BSAMC), SAM 101 (available summer 1993); Contract Performance Management Fundamentals Course (CPMFC), BFM 102; and Systems Acquisition Funds Management Course (SAFMC), BFM 201. These courses are fully described in the "Course Descriptions" section of this Catalog. (Please note that SAM 101 is offered by correspondence only, and is expected to be available by November 1996. The other two offerings — BFM 102 and BFM 201 — are offered in-residence as well as by correspondence.)

EQUIVALENCY EXAMINATION

In FY 97 DSMC will offer an ACQ–201, Intermediate Systems Acquisition Course (ISAC) Equivalency Examination. Applicants for the Equivalency Exam must meet the DoD 5000.52-M requirements for their career field in all respects except training.

Key Phone Index

Faculty can be reached on Internet by using the following address format:
Last Name First Initial@dsmc.dsm.mil (Example: doej@dsmc.dsm.mil)

DSMC Main Campus Listing

Commandant ..... (703) 805–3360
DSN 655–3360
Fax 805–3857
Deputy Commandant/Provost ..... (703) 805–2155

Academic Programs Division ..... (703) 805–5146
College Administration and Services Division ..... (703) 805–5182
DSMC CPO ..... (703) 805–2723
DSMC Press ..... (703) 805–3056
Emergency Number ..... (703) 805–3241
NCO Page ..... (703) 515–5661
Executive Institute ..... (703) 805–4857
Faculty Division ..... (703) 805–2764
General Information (7 a.m.–4:30 p.m.) 1–800–845–7606
Home Page ..... http://www.dsmc.dsm.mil
Human Resources Department ..... (703) 805–3363
Registrar ..... (703) 805–2227
Catalog/Transcript Requests ..... (703) 805–3681
Registrar Internet Address ..... registrar@dsmc.dsm.mil
Research, Consulting, and Information Division ..... (703) 805–2289
School of Program Management Division ..... (703) 805–5173

Fort Belvoir Post Listing

Belvoir CPO (One–Stop) ..... (703) 805–3865
Billeting ..... (703) 805–2333/2307
DeWitt Hospital Emergency Room ..... (703) 805–0518
Military Police ..... (703) 806–3104/3105
Officers Club ..... (703) 780–0930

DSMC Regions Listing

Eastern Region ..... (617) 377–3593
DSN 478–3593
Fax ..... (617) 377–7090
Southern Region ..... (205) 876–2753
DSN 746–2753
Fax ..... (205) 876–7268
Central Region ..... (314) 263–1142
DSN 693–1142
Fax ..... (314) 263–1719
Western Region ..... (310) 363–1159
DSN 833–1159
Fax ..... (310) 363–5992

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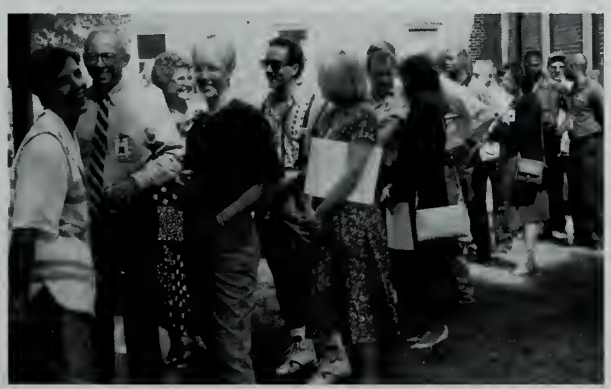

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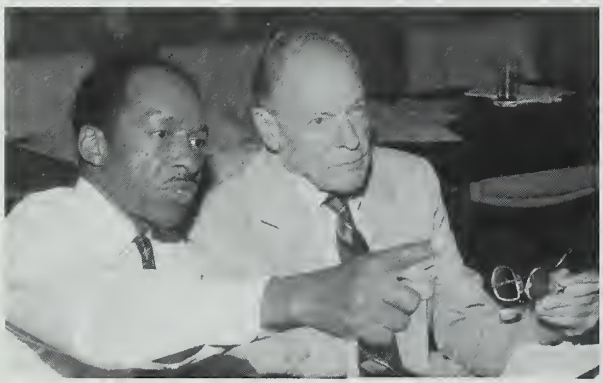

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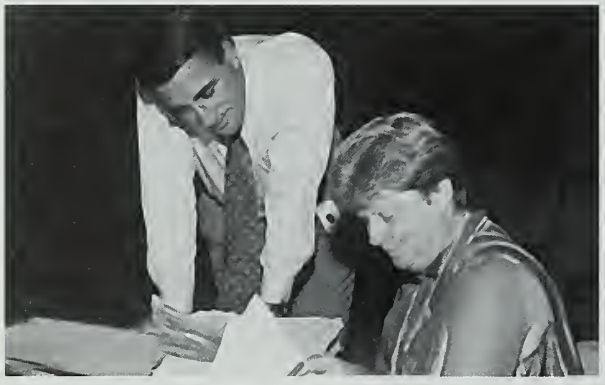

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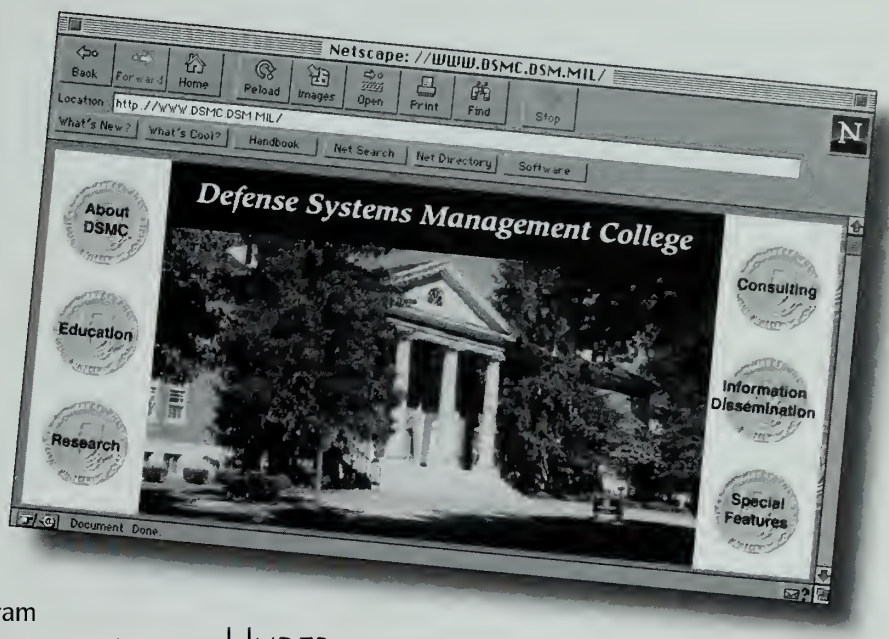

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- Research on Ongoing Acquisition Research (ROAR)
- Ongoing Research Projects
- Technical Report and Guidebook Abstracts
- Staff and Faculty Expertise List
- Management Deliberation Center
- David D. Acker Library
- Learning Resource Center
- *Program Manager* Magazine
- *Acquisition Review Quarterly* Journal and *Program Manager* Magazine Index
- Best Manufacturing Practices
- DSMC Division Mission Statements
- Executive Institute

Links to Related Sites

- ACQ Web (Office of the Under Secretary of Defense for Acquisition and Technology)
- AR Net (Acquisition Reform Net)
- Manufacturing Practices
- Best Software Practices
- Continuous Acquisition and Life Cycle Support
- Defense Acquisition University (DAU)
- DoD Acquisition Deskbook
- Defense Technical Information Center (DTIC)
- National Institute for Standards and Technology (NIST)

Under Construction

- Acquisition Research Symposium Proceedings
- Electronic Products
- Special Bulletins
- Acquisition Reform Updates
- Software Practices

Coming Soon

Program Manager PDF Files (1993 to Present)
Acquisition Review Quarterly Journal PDF Files (All Issues)

Future Plans

- Faculty Bio Book
- All Current Guidebooks in PDF Format
- College Catalog and Schedule of Classes
- Updated Research Fellows Reports
- Best Practices
- Lessons Learned (Search Engine Included)
- Surveys and Survey Results
- Subpages for Each DSMC Department
- Special Publications (e.g., Symposium Proceedings)
- Special Items of Particular Interest to the Acquisition Workforce

DSMC Vision

We are the academy of distinction promoting systems management excellence.

DSMC Mission

We promote and support the adoption and practice of sound systems management principles by the acquisition workforce through education, research, consulting, and information dissemination.

DSMC Values

We support, respect, and trust each other. We are all responsible for customer satisfaction. We take pride in our work and pursue excellence in what we do.

DSMC Emblem

Leadership, Scholarship, Management

The emblem of the Defense Systems Management College was devised in 1971. Its three stars represent the Departments of the Army, Navy, and the Air Force; together they suggest the joint-Service nature of DSMC. The stars are superimposed on the outline of a pentagon, which suggests the jurisdiction of the Department of Defense. The three-division shield, upon which the stars and pentagon rest, suggests the three-part school mission. Translated, the emblem's motto reads, "Leadership, Scholarship, Management."

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DSMC Twenty-Fifth Anniversary

Defense Systems Management College
25 June 1996

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From left to right:

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BG Benjamin J. Pelligrini, USA (Ret)—January 1982-January 1984
COL Thomas V. Forburger, USA (Ret)—January-April 1984
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